

AUG 6 1954

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

## 18 PORTRAIT of a FOREMAN

**H**E WAS efficient and he was fair. He intended to be both and he worked at his intention. The sloppier virtues that were his were for free; for he did little or nothing to cultivate them.

He knew his job—but thoroughly—and he never quit trying to know more about it. He had it and everything about it buried deep in his head, like a tick. He also had it in his arms and legs and spine. He even had it in the envelope of air surrounding him wherever he went in his department. His job and he were twins, so that one couldn't be told from the other. The unity was his efficiency, and that was very large.

Trouble never broke but that he was already on his way to it. No problem was ever solved but that he was already turning on his heel. His face was never seen except

when needed. But when it was needed, you never had to look for it.

The people around him he took as they were and *handled* them—his help, his fellow supervisors, his superiors. They didn't know he was "handling" them, but he was. That was because his sense of fairness went up and down and around and everybody got caught in it and couldn't wiggle out. He only had to *look* and everybody knew what the law was. But they also knew he wasn't the lawmaker . . .

He never talked about fairness; he settled for just *being* fair. Justice has to have a hub and he could be that.

I knew him for three years as my foreman. Today I still think as I did then that this would be a great world if he could somehow be induced to run it. —E. CORNELL

IN "PARTNERS"



AUGUST 1954

FORTY CENTS



Beautifully natural, naturally beautiful . . . Dodge Royal V-8 Four-Door Sedan.

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## ABOUT THIS ISSUE

Lead off article of the August, 1954 issue of MANAGE Magazine is "The Story of the Foremen's Union at Ford," found on page 6. It tells about what happens to a company when foremen unionize.

For news of the forthcoming 31st NAF convention in Cincinnati, turn to page 9. Retiring executive vice-president Dr. James E. Bathurst is featured on page 10.

The NAF This Month—news items from the home office—is a new feature starting this month. Turn to page 11.

On page 14 is William Levy's "So You Don't Have Time to Read," and a list of the latest books available for club members.

To learn who the new "management team of the month" is, be sure to see page 16. Can you solve the supervisory problem presented in "How Would You Have Solved This?" Why not turn to page 26 and try it?

## ON THE COVER



We have never read a finer tribute to the men who learn the ropes of management as foremen than the "Portrait of a Foreman" which appeared in PARTNERS magazine earlier this year. It doesn't gush with sentiment as do so many verbal bouquets, but the language of the tribute is realistic and practical. It makes a lot of sense. We believe it is the kind of a salute—a gesture of appreciation and respect—which the front-line supervisor will like.

Thanks to PARTNERS for giving us permission to reprint the "portrait."

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

AUGUST, 1954

VOL. 6, No. 12

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THIS ISSUE'S TOTAL CIRCULATION: 62,768

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITTS, President; MARION KERSHNER, First Vice-President; WILLIAM S. DIFFENDERFER, Secretary-Treasurer.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 62,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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# The MANAGE FORUM

## THE EDITOR SAYS . . .

*"Psychologically . . . my generation of management men has one severe handicap to overcome in achieving public leadership. Our approach to social questions is apt to be negative. Our habit of thought is to be against things, and we have little skill in creating concepts that other people will be for. We have raised invective to a fine art, but developed little capacity for throwing on the screen of our national consciousness pictures that evoke enthusiasm and admiration. With brick and mortar and stainless steel we are the greatest builders the world has ever seen, but our daring and confidence seem to leave us when we walk out of the plant into the realm of ideas."*

*Clarence B. Randall, chairman  
Inland Steel Company*

**T**HERE can be little doubt that America's industrial might of today can be attributed to men like Clarence Randall, who have built it, nourished it against tremendous odds. A quick glance at the past forty years of industrial history, showing the governmental and labor obstacles, makes one wonder how either the management men or their industries have survived, let alone free enterprise itself.

As a professional soldier instinctively fights for his life because enemies have tried to kill him, so might a management man of Mr. Randall's generation instinctively be cynical or negative in his approach to social problems.

Not only might such a reaction be expected, but a certain amount of what Mr. Randall calls the "negative" approach is today a good thing. In this highly competitive age, industrial management not only must compete against competitive industries but often must fight to survive national, state or local legislation and powerful labor movements whose interests are not always the best interests of management, free enterprise or the national economy.

Two days after we read Mr. Randall's remarks, in our fourth reading of his excellent book, "A Creed For Free Enterprise," we listened to one of the founding fathers of the NAF speak equally as introspectively on himself as a member of executive management. He was A. L. Freedlander, president of Dayton Rubber Company and first president of The Foreman's Club of Dayton (1922-1923).

"We are entering a new era of industrial management when the productivity of individual workers will be doubled within the next ten or fifteen years," he declared. "This poses the question of 'What are the qualifications for top management?' We know—and have known since the beginning of the foreman's club movement in 1922—what specific qualifications a foreman must have, but the basis upon which executives should be selected is presently unknown."

Mr. Freedlander went on to say that after 32 years of training foremen for the management profession, industry has found that it might better have started by studying the qualifications necessary for members of executive management.

"We now know that we went at the job backwards," asserted

Mr. Freedlander. "We took for granted that executives were being properly chosen on the basis of their qualifications meeting the requirements of the job. It was obvious, after the first World War, that foremen were being chosen for their management jobs because they were fast workers, friends of the boss, or for 101 other reasons. Because of the NAF movement, we today know how to select and develop our foremen."

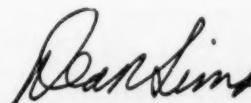
Mr. Freedlander recalled that the foremost question in the minds of American industrial foremen since 1918 has been, "Where do we go from here?" He added that he had never been able to answer the question, nor had he ever heard anyone else answer it.

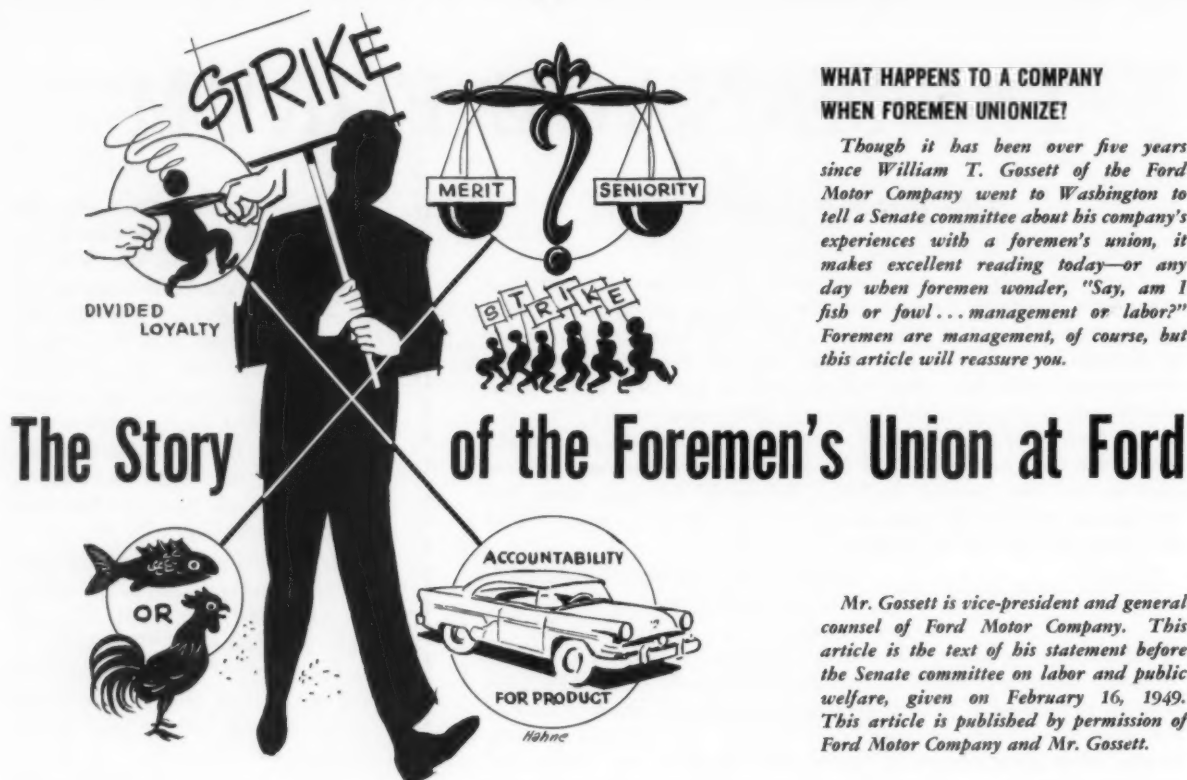
"Now I have the answer!" stated Mr. Freedlander as he addressed the annual business and new officer installation meeting of The Foreman's Club of Dayton. "I can tell you men of the NAF that you are going to be tomorrow's industrial presidents!"

"The next presidents of a great many of our industrial concerns will come from the ranks of the NAF, where we have been busily training management men for 32 years to, first, live with themselves and, second, live with their fellow men. NAF training is better than a college degree!"

Mr. Freedlander referred to the NAF movement in its broadest sense, since the NAF has come to symbolize, throughout the world, the steady preparation for tomorrow's management responsibilities by first-level management men of today.

The NAF is the hope of America's industrial future. The NAF is that hope because of the guidance of men like Mr. Randall and Mr. Freedlander.





**T**HE single question which I would like to discuss today is whether the Federal Government should impose upon management mandatory collective bargaining with unions of supervisory employees.

It is our conviction that it should not.

Ford Motor Company not only has explored thoroughly the pros and cons of the unionization of foremen, it has submitted the idea to exhaustive test. The Foremen's Association of America was founded at Ford in 1941. We were the first company to give this union formal recognition, and we bargained with it over a longer period of time than any other company.

Our conviction, therefore, is not based on speculation or theory; it is founded on years of experience—virtually all of it unhappy—with an organization of supervisory workers.

The problem of supervisory unions is often characterized as a "labor" problem. This is a fundamental error of great importance. The question involved is, rather, the ability of management to perform its functions.

I am here primarily, therefore, not as a lawyer, but as a spokesman for the management of Ford Motor Company to discuss, as a problem of management, our long experience with a foremen's union.

Throughout this statement I shall be discussing foremen at Ford solely from the standpoint of our relations with them as union men. I want to make it clear that my remarks are in no way intended to reflect on their individual ability or loyalty. The foremen at Ford are capable, experienced, and loyal. They have been with the Company an average of almost 21 years.

November, 1941

### DISCUSSION BEGINS

In November, 1941, when Ford was first asked to consider the question of a supervisory union, the Company, in common with most of American industry, was rapidly expanding its labor force to meet national defense requirements. Many rank-and-file employees were suddenly promoted to foreman status. The Company in mid-1941 had signed its first contract with UAW-CIO. At the

### WHAT HAPPENS TO A COMPANY WHEN FOREMEN UNIONIZE?

*Though it has been over five years since William T. Gossett of the Ford Motor Company went to Washington to tell a Senate committee about his company's experiences with a foremen's union, it makes excellent reading today—or any day when foremen wonder, "Say, am I fish or fowl...management or labor?" Foremen are management, of course, but this article will reassure you.*

*Mr. Gossett is vice-president and general counsel of Ford Motor Company. This article is the text of his statement before the Senate committee on labor and public welfare, given on February 16, 1949. This article is published by permission of Ford Motor Company and Mr. Gossett.*

same time, the demands of the national emergency for all-out efficient production threw into sharp focus management problems, many of them at the foreman level.

Therefore, when, late in 1941, the Foremen's Association asked the Company to negotiate, it found an audience at Ford which was at least willing to listen to argument. The need was for a management team which could most efficiently tackle the big jobs ahead. When the Foremen's Association represented that it would help to solve this problem, and thus to weld the team together by quickly bringing foremen closer to the rest of the management group, the Company decided to give it a trial. Thus, the decision was made to consult with the Association. At that time Ford, of course, was under no compulsion to do so.

I shall not attempt here to review in detail the first few years of this relationship. It is sufficient to note that it was unsatisfactory and disappointing to both sides.

By November, 1943, when our original agreement expired, the

MANAGE August 1954

Company had been completely disillusioned. None of the results predicted by officials of the Association had come to pass. The settlement of one difficulty seemed to breed others in rapid succession. Nevertheless, the Company once again yielded to the Association's argument that the failures that had occurred were because the agreement did not go far enough; that establishment of a contract setting up detailed employment rules and a full-scale grievance procedure would be insurance not only against walkouts and similar unpleasant incidents, but also would produce a more satisfactory relationship with the management of the Company.

May, 1944

## CONTRACT GRANTED

Hopefully, Ford Motor Company gave way to these arguments, and took a very long stride in May of 1944. It granted to the Foremen's Association a contract, containing virtually every demand made by the Association. (A year later the Company went even further; it agreed to the appointment of an umpire for final decision on grievances. This was in deference to the Association's plea that the grievance procedure needed this one final step.)

Here was the situation when Ford took this revolutionary action:

A. The Company was under no obligation to bargain with the foremen's union. The Maryland Drydock decision was in effect, and foremen's unions had not yet been recognized under the Wagner Act.

B. The Association had failed to gain bargaining recognition in any company in the automobile business, and its strikes had been abortive.

C. Nevertheless, since the Association's efforts had at intervals disrupted war production in some of our plants and at 14 other major Detroit war plants, Ford would have taken almost any constructive action which promised sustained output. The Association assured us that a full contractual relationship would be accompanied by an end to the harassing interruptions to our war work.

D. Another important consideration was the reiterated argument of

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Association representatives that the organization could, with such a contract, serve as a valuable "assistant to management" and effect a better relationship among all groups in management.

Thus, Ford was led to take the final step. It granted to the Association—without even the formality of a poll of foremen—recognition as bargaining agent. Company officials had no mental reservations about their determination to make this agreement succeed. Accordingly, Ford's agreement with the Association was complete and all-inclusive.

But there were still strikes and threats of strikes. There was a continuing series of harassing incidents in the plants. More importantly, the Association relentlessly continued its efforts to drive a wedge between our foremen and the other members of our management team.

Quite simply, the Company learned the hardest possible way that this relationship in which it had placed so much hope turned out to be incapable of doing the job. It was a failure, and proved the validity of the two historic objections to such relationships often voiced by those who have studied the supervisory union question. The first of these is:

## 1. SUPERVISORY UNIONS TEND TO DESTROY EFFECTIVE MANAGEMENT

The advocates of enforced recognition of supervisory unions concede that management is entitled to loyal representation, unsullied by conflicting interest. They concede that the vice presidents and plant managers alone cannot run the plants; that they must have reliable representatives to supervise the rank and file. They contend, however, that membership in a union does not jeopardize such loyalty. We know from rude experience that this is not true; we know that the pressures inherent in collective bargaining with a supervisory union inevitably lead to divided allegiance, irresponsibility, lowered morale, and a decrease in managerial efficiency.

We have learned that there is no such thing, for example, as a management union which is truly independent of organized rank-and-file workers in the same plant. From the early days of Ford's relationship with the Foremen's Association it was clear that the organization was beholden to the UAW-CIO, and that it regarded this as a natural and inevitable linking of arms.

May, 1943

## UAW COOPERATION

In May, 1943, Robert Keys, then president of the foremen's group, conferred with R. J. Thomas, then president of UAW-CIO. Thomas assured Keys that in the event a strike was called by the Foremen's Association, the Association could expect the following instructions from UAW-CIO to its membership: UAW-CIO members would continue working, would not recognize foremen's picket-lines, but would not take the jobs of any foremen while these foremen were out on strike.

The UAW respected this pledge during every walkout of foremen from that time on, and in some cases UAW-CIO members went further and refused to cross Foremen's Association picket-lines. Indeed, in 1947, we find the president of the Association pleading with the UAW-CIO to join the Association's strike against Ford.

The Association was more than aware that its chance for success and survival rested to a very large extent on cooperation from the rank-and-file union. A natural result was a quick identification of interests, followed by a relaxation of discipline. The danger inherent in such reciprocal understandings was noted by a War Labor Board panel of public representatives in 1944:

"The Foremen's Association of America has asserted its determination to remain independent of rank-and-file organizations. The Panel regards this intention of the Foremen's Association as important because the Panel does not believe that it is appropriate for supervisors, who are

(Continued on Page 8)



## FOREMEN'S UNION

(Continued from Page 7)

responsible for discipline, assignment of work, rate adjustments and promotions, who represent the employers in handling the grievances of rank-and-file workers, and who generally represent higher management in dealing with the rank-and-file workers, to be subject to discipline by a union which is controlled directly or indirectly by the men whom they supervise. The effectiveness of management requires that it have its own uncontrolled agents to represent it in dealing with the rank and file, just as the rank and file are entitled to have their own uncontrolled representatives for dealing with higher management."

There are all too many examples in Ford files of this inevitable conflict of loyalties. The Association proclaimed many times that the organization was "part of the labor movement as a whole," and so it was inescapable that these conflicts should in almost every case find the Association pulling the foremen toward the point of view of the rank-and-file union. Here is one such example:

In September, 1946, a union foreman who was shorthanded, called on workers under him to vary their usual assignments for a short time. They refused, and the union foreman dropped the matter. Production began to lag, and a second foreman of higher rank stepped in and took disciplinary action. One of the disciplined workers, in the mistaken belief that the union foreman had taken this action, complained that it was not worthy of a "good union man." This foreman considered the workman's charge so serious that he went to the Labor Relations Office to ask that his "name be cleared" of this charge. Instead, the Company demoted him for placing union considerations before his job of leading the men under him. The Foreman's Association not only protested, but carried its protest through the entire grievance procedure to the impartial umpire.

This is a significant example because it epitomizes the habitual attitude of the Association. The Company, as a matter of policy, was trying then—as it is now—to place more and more responsibility upon its foremen; and the answer from the Foremen's Association was to reject and actively to oppose this policy.

The Association even went so

far on several occasions as to encourage and support foremen in countermanding Company orders. Another example:

In 1946, an Association official working in our Tool and Die Plant was told by a superior to determine whether groups of employees were making a practice of loafing away from their jobs in violation of rules. This Association official instructed his fellow-foremen not to comply with such an order, and refused to do so himself. The Association threatened a strike when the Company took disciplinary action.

Another example: In April, 1947 the UAW-CIO ordered its members to leave their jobs to attend a mass labor rally in downtown Detroit. The Company felt this to be a direct violation of the UAW-Ford contract and instructed foremen to notify the men accordingly. The president of the Ford Chapter of the Association countermanded these instructions. The Association not only encouraged this unauthorized walkout, but, in violation of its own contract, joined it. Over one thousand of our foremen left their posts on this occasion. In doing so they not only exposed Company property to damage, but, more importantly, placed a large number of unsupervised workers in unwarranted danger of physical injury.

In a bulletin to members on this latter occasion, the Association declared again that they were "definitely part of the labor movement as a whole," and candidly told Association members to "line up behind (UAW-CIO) Local 600" at the rally.

One final example on this point: In June of 1945, UAW-CIO members at our Highland Park Plant were engaged in an unauthorized work stoppage in violation of contract. During the walk-out, certain UAW committeemen complained to the Foremen's Association representative that some of the foremen who remained on the job were working. Our agreement with the Association recognized their obligation to work, but the Association representative nevertheless went into the department and advised the foremen to stop working. As a result the department had to be shut down.

In Ford plants, UAW-CIO committeemen are paid by the Company for time spent in handling the shop problems of their constituents. The UAW contract provides that committeemen shall engage in no other activity, and the National Labor Relations Act forbids our paying union representatives for time spent on

strictly union business. The Company had a similar arrangement with the Foremen's Association. There is a strong tendency among union committeemen to engage in prohibited union activities. The Company necessarily must rely upon its foremen to prevent such abuses.

August, 1946

## PROTEST FAILS

In August of 1946, representatives of the Foremen's Association were themselves spending such a large proportion of Company time in collecting union dues and soliciting membership that the Company protested to the president of the Ford Chapter of the Association. He not only refused to correct the situation, but said that Association committeemen would continue this activity. Obviously when Foremen Association committeemen themselves engage in such abuses, and in doing so are supported by the Association itself, they are not inclined, nor are they in a position, to protect the Company against similar abuses by rank-and-file union representatives.

Although it has its ethical aspects, the problem with which we are concerned is a most practical one. Good relationships between management and rank-and-file workers require fair but firm supervision and genuine respect by workers for their obligations.

The illustrations which I have given show the basic contradiction between the foreman as a supervisor and the foreman as a good member of his union.

Almost universally, management relies upon foremen to keep order and to prevent, or at least to limit the number of, unauthorized work stoppages. It is the foremen who are counted upon to persuade the rank-and-file to resort to the orderly processes provided for under the contract grievance procedure. But if the foremen are militant union men, and are as quick to strike as the rank-and-file, the

(Continued on Page 31)

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# 31st NAF CONVENTION TO DRAW 3,000

**Cincinnati**—A Brazilian industrialist, a Florida newspaperman and a Chicago manufacturer have been named by the National Association of Foremen to receive the top 1954 awards at the 31st annual convention here, September 22-23-24.

Count Francisco Matarazzo Jr., 54-year-old owner of a \$300,000,000 industrial empire in Brazil, will be honored by the NAF as the outstanding industrial manager of the world for 1954. Count Matarazzo's late father immigrated from Italy to Brazil in 1881 and founded the company, Industrias Reunidas Francisco Matarazzo, in 1911. The firm, a holding company of 367 factories employing 40,000 persons, does a \$200,000,000 business annually. Earlier this year, Count Matarazzo presented the Brazilian city of Sao Paulo with a \$12,000,000 school of business administration.

J. R. D. Tata, board chairman of Tata Industries, Ltd., Bombay, India, was the foreign industrialist honored by the NAF last year, and in 1952 the recognition was given Antonio Ruiz Galindo,

Mexican industrialist and former secretary of economy of the Republic of Mexico.

V. M. Newton, Jr., managing editor of the Tampa, Florida Tribune, will be honored for his "outstanding editorial contributions to the public understanding of the free enterprise system." Mr. Newton is secretary of the Associated Press Managing Editors Association.

John T. Beatty, president of United Specialties Company of Chicago, has been named as the American industrial executive doing the best job of "practicing the NAF code of ethics for management" during the past year. Mr. Beatty, a graduate of Princeton in 1923, began his career in a Pennsylvania steel mill. He has been president of the United Specialties Company since 1939. Other previous winners of this award have been Charles E. Wilson, Secretary of the Department of Defense and former president of General Motors Corporation; Ralph S. Damon, president of Trans World Airlines, Inc.; Robert Gross, president of Lockheed

Aircraft Corporation; J. H. Kindelberger, chairman of the board, North American Aviation, Inc.; Charles R. Hook, chairman of the board, Armco Steel Corporation; and W. M. White, president of Republic Steel Corporation.

Edward O. Seits, NAF national president, announced that 3,000 members of business and industrial management are expected to attend the convention. Addresses will be given by Louis Ruthenburg, board chairman of Servel, Inc., and one of the founders of the foremen's club movement; A. L. Freedlander, president of Dayton Rubber Company and first president of The Foreman's Club of Dayton out of which grew the NAF in 1925; Leo M. Cherne, executive secretary of Research Institute of America; W. L. McGrath, president of Williamson Heater Company and U. S. management delegate to the International Labor Organization convention in Geneva, Switzerland, and Dr. Arthur Secord, director of adult education, Brooklyn College, N. Y.

**CINCINNATI CONVENTION BUILDERS**—These are the people most responsible for the success of the 31st annual NAF convention in Cincinnati, September 22-23-24. Back row, left to right: Edward Baker, Wm. Powell Co.; Eugene Grill, U. S. Playing Card Co.; William Tekulve, H. A. Seinsheimer Co.; E. W. Cochran, National Cash Register Co.; Ray Bockelman, Formica Co., and William Martz, Cincinnati Chemical Works. Front row, left to right: Rod Huber, Tool Steel Gear & Pinion Co.; Mrs. Rod Huber, and Sam Ionna, Williamson Heater Co.





**DR. JAMES E. BATHURST**, retiring executive vice-president of the NAF, smiles as he reads the numerous telegrams of congratulations received upon his retirement day.

**T**HE grey haired man at the speakers' table alternately grinned embarrassedly and looked serious as he studied the faces before him at the horseshoe shaped table.

For Dr. James E. Bathurst, retiring executive vice-president of the NAF, this was the last time he would see many of his friends in the NAF for a long time.

He shifted in his seat, and felt proud, yet humble, as officials paid tribute to his nine years of service to the organization.

Among those who honored him at the testimonial luncheon held at the Biltmore hotel were: C. M. Baker, Jr., Harris-Seybold Co.; Edward O. Seits, NAF president; Glen Massman, executive secretary of The Foreman's Club of Dayton; William E. Landis, Chrysler Corp., Detroit; Harry P. Jeffrey, Dayton attorney and Foremanship Foundation secretary; Marion Kershner, first



**TELLING DR. BATHURST** (third from left) all about the leather bound book of letters and pictures of the home office supervisory staff are, left to right, T. I. Renshaw, zone vice-president; Edward O. Seits, NAF national president, and Marion Kershner, first vice-president of the NAF.

## DR. BATHURST RETIRES

BY PAT HAZEN

vice-president, NAF; T. I. Renshaw, NAF zone vice-president; John T. Soleau, NAF director; Richard Irelan (in the absence of his father, Frank Irelan, Delco Products Division, GMC); William Levy, NAF executive director of management development, and Jean B. Adams, NAF staff secretary.

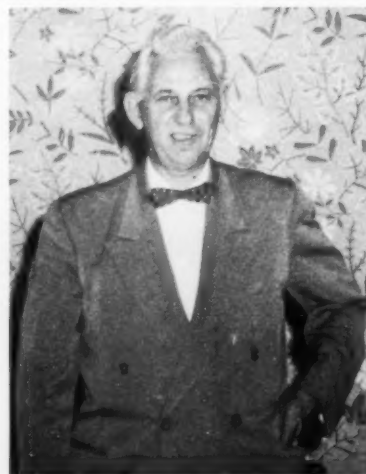
One of the parting gifts received by Dr. Bathurst at the luncheon was a complete wood working shop. He grinned broadly when he opened a fancily wrapped package containing a large twist of tobacco. The tobacco was presented to go with horseshoes which he had accepted previously from the home office staff. The home office also gave him a three-speed record changer.

Last official act of Dr. Bathurst was to install the newly elected officers of The Foreman's Club of Dayton. They are: Frank Mc-

Donnell, Frigidaire, president; Dean Sims, NAF manager of public relations and editor of *MANAGE* Magazine, first vice-

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**GLEN MASSMAN**, executive secretary of The Foreman's Club of Dayton, served as master of ceremonies.



*MANAGE* August 1954

# THE NAF THIS MONTH

News Items from 321 West First Street, Dayton, Ohio

THE APPOINTMENT of Marion Kershner, of Armco Steel Corp. and NAF first vice-president, as acting executive vice-president by NAF president Edward O. Seits was approved by the executive committee on July 15. Mr. Kershner will be in charge of the NAF home office in Dayton until the successor to Dr. Bathurst begins his duties.

FOR THE FIRST TIME in the history of the NAF, a banquet honoring affiliated club presidents will be held on September 23 in connection with the 31st annual NAF convention. Louis Ruthenburg, chairman of the board of Servel, Inc., and founder of the foremen's club movement, will deliver the principal address. Other guests at the Cincinnati banquet will be members of the national board of directors, the executive committee, staff supervisors, NAF past presidents, and convention council.

AN AMERICAN MANAGEMENT CREDO will be offered for the approval of NAF club delegates in Cincinnati on September 22.

DR. WILLIAM LEVY, executive director of management development, will address the West Virginia Manufacturers Association at White Sulphur Springs, W. Va., September 30.

CLUB SERVICE AND PROMOTION MANAGER Raymond F. Monsalvatge was unanimously elected president of the NAF Home Office Management Club at its annual meeting in Dayton, July 16. (The club is made up of all Home Office supervisors, area managers and members of the executive committee.)

PUBLIC RELATIONS MANAGER and MANAGE editor Dean Sims has been elected first vice-president of The Foreman's Club of Dayton (2761 members).

A SPECIAL MEETING of the executive committee has been called for August 20 in Dayton. Acting executive vice-president Marion Kershner said the meeting is to interview top applicants for the executive vice-president position. It is expected, he said, that a successor to Dr. James E. Bathurst will be announced shortly after this meeting.

AUGUST 23-27 has been set as the date for the Golden Anniversary management unity seminar at the NAF headquarters in Dayton. Dr. William Levy, director of the seminars and NAF executive director of management development, estimates over 1,000 men have attended the seminars since they were begun in 1947.

NATIONAL PRESIDENT Edward O. Seits estimates that by September he will have traveled 80,000 miles attending NAF meetings and addressing affiliated clubs since he was elected to his second term last September.

## NAF Code Of Ethics

- |  |  |   |
|--|--|---|
| 1. Recognition of every man's inherent desire to do good work. | 3. Fair dealing with management men.           | 5. Practical knowledge.                 |
| 2. Open mindedness.  | 4. Broad understanding of business principles. | 6. Sincere interests in working people. |
|  |  | 7. Character building.                  |



# WESTERN REPORT

BY BILL BARTON

Los Angeles—"Fifty years from now California will be the most populous state in the Union," declared Charles B. Shattuck, past president of the California Real Estate Association. "The coastal plain of Southern California, from the mountains to the sea and from Malibu to San Diego will be the modern metropolis of the world. Here and in the immediate hinterland will be the new industrial heart of America." . . .

The National Association of Manufacturers named California as one of the Pacific Southwest States having top prospects in such growth factors as population, jobs and income. . . .

The Regional Planning Commission presented figures showing 43,524 more persons are residing in Los Angeles County than were here a year ago. . . . And a five-year study, prepared by the Hollywood Chamber of Commerce's business development committee revealed, that contrary to belief, 33,239 persons are employed in the area entertainment industry, compared to 31,013 in 1949. Ernest L. Loen, committee chairman and head of a management consultants firm, said, "Although the entertainment industry (mainly motion picture employment) has not kept on growing as fast as the rest of the industrial employment in this area, it has not fallen off either during the past five years." . . . This growth in entertainment employment came despite the refusal of an extension of visa for Simone Silva, plump bosomed British starlet, so that she might work here in films and television. She, should you have forgotten, is the one who caught headlines when she removed the brassiere of her

Bikini bathing suit on the beach at Cannes to pose with star Bob Mitchum. . . .

An editorial writer for the Los Angeles Times took thought of this wave of migration to the West that "would probably have surprised even Horace Greeley." After reiterating that California will surpass New York in population in the next decade and seeing it within the realm of possibility Los Angeles may become the largest city in the nation, the writer tried to find some reasons for the growth.

"Contributing greatly of course were the war years, when numbers of industries tripled and quadrupled their personnel. Thousands of servicemen who passed through or were stationed on the West Coast returned to settle. The West provides opportunity and activity in full measure," the editorialist writes. But as good or better a reason as any for the new rush to the West is the answer received from one immigrant, now a fire department chief: "I expected I'd always work for a living and I figured I might as well be comfortable while doing it." . . . And the editorialist concludes with "He said this, hatless and coatless, standing in the sunshine of a January day." . . .

With the thought the influx will continue, it's heartening to be told there is guarantee of a continuing large volume of business in the aircraft manufacturing business. This area is the most concentrated in airframe manufacturing in the free world. William R. Wilson, California division public relations manager of Lockheed Aircraft Co., reported: "With their families, aircraft workers in this area make up the equivalent of

a community of 570,000 persons and spend a payroll of \$3,000,000 each day." He sees the industry bolstering any possible sag in other parts of the local economy "because our industry doesn't run on the same economic track as business in general. Our business is based on other than consumer purchasing power, consumer credit, and other factors that affect standard economic cycles. Our income comes almost entirely from outside the Los Angeles area, so we tend to offset local fluctuations." . . .

Northrop Aircraft reports it has found on-the-job comfort pays off in greater efficiency and productivity. Actually this means time is being devoted to preplanning work schedules so that every possible component is installed in subassemblies prior to the time they reach the final assembly. This is patterned after the techniques of the automobile industry. At Northrop the practice is called "upstream" assembly. Wings of the Scorpion F-89D all-weather interceptors reach final assembly with control surfaces, landing-gear doors, tanks and other internal components installed. Thus the workers in normal, comfortable positions at their work benches can install the small components. Prior to the upstream plan Northrop workers had to be contortionists to squat and stretch into positions that enabled them to install components on the final assembly line. This also allows a worker to become more specialized in one operation. And now assembly materials are stocked right on the subassembly lines with stock bins no further than one step from the assembly point. Under the old method a worker would



be curled up in the nook or cranny of a plane and then run out of parts. . . .

**Fletcher Aviation Corp.**, developing a new plant headquarters, estimates its new plant eventually will provide employment for some 12,000 persons. The plant has been planned for expansion and greater efficiency in production of jettisonable wing-tip fuel tanks. . . .

The aircraft workers are among those Lord & Freber, Inc., hope to have organized in leagues, sitting down at lunch hour and after hours to play a new card baseball game titled "Line Drive." The game company here is in the midst of a line drive to become the biggest such company on the West Coast. The new company's Pete Zurlinden claims there will be a game for all needs, plus a butterfly net kit for the more active. . . .

**Trouble** in an older business here resulted in a Solomon-like decision. This was a beauty contest at Palm Springs, wherein the dazzled judges became confused and announced the wrong winner. Havoc was partially averted when it was decided to give one beauty the title "Miss Palm Springs" and the other the title of "Miss La Quinta." And just to be on the safe side, a third contestant was named "Miss Cathedral City." The trio advanced to the "Miss California" finals and lost to "Miss Hollywood." . . .

Less surprising, in view of the bathing beauty contests (and good viewing they are) is news that half of the volume (\$100,000,000) laid out annually for swimsuits is manufactured on the West Coast. . . .

Proof of the magnitude of all business in Los Angeles is in a proposal to use the Los Angeles river bed as an express way for trucks. . . . Seems the town's too big for its bridges!

MANAGE August 1954



## 'Round-the-World

### Tourist Service

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WORLD'S MOST EXPERIENCED AIRLINE

### DR. BATHURST RETIRES

(Continued from Page 10)

president; C. O. Hutchens, Delco Products, second vice-president; Richard Irelan, Moraine Products, treasurer, and Al Walz, National Cash Register, recording secretary.

Upon his retirement, Dr. Bathurst moved from his Vandalia home to a health resort in Mentone, Ala. Prior to his work here, the retiring executive vice-president was professor and consulting industrial psychologist for 19 years at Birmingham-Southern university.

NAF club presidents are urged to submit their 500-word entries for the MANAGE Magazine "Management Team of the Month" awards. Since only one award will be made per month, every entry will be considered for an award for two years from date of receipt. Clubs may submit as many different entries as they desire, and projects may be described which have occurred at any time since the club's affiliation with The National Association of Foremen.

*"Resolve to edge in a little reading every day, if it is but a single sentence. If you gain fifteen minutes a day, it will make itself felt at the end of the year."*

H. Mann

# So You Don't Have *TIME* To Read

By WILLIAM LEVY

**O**UR membership is typical of management people throughout industry who are notoriously lax in their reading habits. I doubt if more than two to three per cent of our membership of over 61,000 take advantage of our Traveling Library service which is free and contains all the latest editions of books of primary interest to management people. All it takes is a post card to the Home Office and the books are mailed to you at your home. Keep them for 60 days and then put them back in the mailbox in the same shipping carton. At the conclusion of this article I will list 15 of our latest books and I hope you are smart enough to write for one of them. I've said and written so many times what I consider a basic truth. In this fast moving industrial picture, with all of its engineering developments and technological advances, you have to run like h—l to stand still! Frankly, you don't have any choice. You either *grow* or you go!!

## BUT I DON'T HAVE TIME

Once while I was speaking in the East, I suggested to the group that they could profit from reading at least three or four books a year. I was immediately challenged by one of the men who said, "Bill, did you ever work as a foreman?"

"Yes," I replied.

"Well, you ought to know that a foreman doesn't have time to read. In the shop someone is always riding him on watch your production, watch your costs, watch your scrap. And when he gets home the wife rides about the storm windows, the lawn and

the million and one things they dream up for the husband to do. Let's be realistic, Bill, when in the world would I have time to read?"

Sound familiar? Well let me tell you what I told Charlie.

I countered with, "You sure sound like the typical American husband, but tell me something, do you ever take your wife out in the evening?"

"Yes," he stated, "about as often as we can get a baby sitter."

"Well," I continued, "at the risk of incurring the displeasure of my very charming and understanding wife, I'm going to let you in on one of my pet peeves. Whenever we plan to go somewhere in the evening, I get dressed first and then I fuss and I fume in the living room while my wife puts the finishing touches on her preparation. I've been married for a number of years but I've never been able to figure out yet why it takes a woman 30-45 minutes to see if the seams on her hose are straight, the lipstick in place, etc."

"Man," said Charlie, "that fits my wife to a T."

"OK, Charlie," I continued, "I just happen to have with me a copy of Calhoun's book on 'Moving Ahead On Your Job.' Take it and the only time you open this book is while you are waiting for your wife to get dressed." Believe it or not, Charlie read the complete book and two more during the next year and he has never had a finer relationship with his wife. Try it if you think I'm kidding.

We have hundreds of selections

in the library you can choose from and here's a list of 15 new books that have just been added in the last 30 days.

## New Books

### 1. Put Your Money to Work for You by N. H. Mager. 1954—H-375

Gives a down-to-earth approach to the average person's problem of making his savings earn money for him. Offers a description and appraisal of all the avenues of investment open to men and women of every income bracket.

### 2. Personnel Management by Walter Dill Scott. 1954—F-376

Here is a work containing up-to-date principles, practices and instruments in the important relationship between management and workers and a portrayal of the philosophy governing current relations.

### 3. Industrial Relations Handbook by J. C. Aspley & E. Witmore. 1952—F-377

A handy reference book, giving the views, the tested methods, the experience and the practices of companies which have been successful in building sound relationships with their employees, in the plant and in the office.

### 4. Communication In Management by Charles E. Redfield. 1953—F-378

This book offers the first comprehensive guide to current, improved practices in (a) finding out what's going on in an organization and (b) telling people what to do about what's going on.

**5. Getting Things Done In Business by Edward C. Bursk, 1953—F-379**

Business is people. The success of any business firm depends on the people who make laws for it. What the dynamic forces are that move people to act as they do, and which the businessman can and must tap if he is to succeed, is the subject matter of this book.

**6. Standard Costs for Manufacturing by Stanley B. Henrici, 1953—J-380**

Useful to those persons desiring an introduction to the practical uses of standard costs as employed in the scientific management of manufacturing enterprises.

**7. How to Become a Successful Speaker by Harold P. Zelko, 1950—S-381**

This book is written for the average adult who can spend a minimum amount of time in training to improve his speech. The principles making up effective speech are treated briefly and concisely.

**8. Sizing Up People by Donald A. and Eleanor C. Laird, 1951—C-382**

Based on a sound scientific knowledge of the psychology of individual differences, the material is presented in simple, everyday language. It emphasizes the practical application of modern psychological theories in many business situations.

**9. The Power of Positive Thinking by Norman Vincent Peale, 1952—A-383**

In this book, Dr. Peale proves by actual experiences that an attitude of the mind can change lives, win success in all things and overcome all obstacles.

**10. How to Develop Your Thinking Ability by Kenneth S. Keyes, Jr., 1950—A-384**

Presents an effective, easy-to-understand method for developing your capacity for clear thinking. The simple step-by-step formula will give you a real boost toward success in the business

world. It will increase your ability to think straight through to the solution of any problem, regardless of its size or source.

**11. How to Talk Well by James F. Bender, 1949—S-385**

The art of good speech and improved speech personality made easy for you by a leading authority. Helpful on tuning up your voice, making articulation click, conquering pronunciation gremlins, getting the most out of your lungs, conquering platform jitters, stuttering, etc.

**12. Make Your Business Letters Make Friends by James F. Bender, 1952—S-386**

This practical book is written with a modern approach by a man whose business is human relations. His approach is based on the belief that business letters are ambassadors of good will,

**13. Effective Letters In Business by Robert L. Shurter, 1954—S-387**

Here is a book for every businessman who wants his letters

to present his ideas and sell his products in the most effective manner. It presents the basic principles of good writing and shows how to apply them in the writing of letters and memos.

**14. The Techniques of Creative Thinking by Robert P. Crawford, 1954—A-388**

How to use your ideas to achieve success. A book that will show you how to put your imagination to work. Analyzes creative thinking and demonstrates the step-by-step procedure for getting the most out of your ideas.

**15. Human Behavior In Industry by William W. Finlay, A. Q. Sartain and Willis M. Tate, 1954—C-389**

This book takes a realistic look at people on the job and what makes them act as they do. As you see the things running through a manager's mind, questions of authority, communication, gaining employee cooperation, and so on, you'll sense parallels in your own experience.

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Judges Fred Brophy, news director of WHIO radio and television, Dayton; Brainard W. Platt, business writer, the Dayton Journal Herald, and Raymond Spahr, vice-president, Peoples Bank of Dayton, have selected as the August, 1954 winner . . .

# SYRACUSE MANAGEMENT CLUB ★ ★ ★ MANAGEMENT TEAM OF THE MONTH

The Syracuse Management Club, Syracuse, New York, has 418 members and was chartered by the National Association of Foremen on April 1, 1949. This is the first national award made to the club.



WHEN the "Management Team of the Month" contest was announced several months ago, we thought as a city club we would not have much of a chance to qualify. It is difficult for a city club to document its activities, whereas shop clubs can do it with comparative ease. But we had not considered a list of results of a job methods analysis made by

one of our most active club members (and former NAF vice-president) William C. DeHaven. We believe that many of the results he found came directly from shop tours sponsored by the Syracuse Management Club, affiliated with the NAF since 1949.

One thing sure: These results of job methods to provide cost reduction prove to be results of good management teamwork. How would you like to, as a city club, boast of the following results of a job methods campaign:

A foreman came up with the idea of eliminating an etching operation on a year's run of one part, thereby saving his company approximately \$25,000 a year on the cost of the finished product.

Another foreman developed an idea to provide a guiding template on a complicated circulatory unit which eliminated rework in his department based on an error originating in the supplying department from 17 per cent to .3 per cent.

A plant superintendent and a foreman came up with a unique proposal which reduced materials handling and machining time more than 40 per cent—and permitted a 150 per cent increase in production.

Another foreman noted the machine being operated by an unskilled laborer was not in a very convenient location, so he moved the machine—and increased the operator's productivity by 25 per cent.

A company with many of its management people in our club devised a plan whereby each production foreman was to submit a written weekly proposal for any cost reduction idea that occurred to him. The plan was in effect for 18 weeks and 168 proposals were received. Of these, only 33 were turned down and 135 were put into effect. The estimated savings brought about by this 18-week program amounted to \$75,000.

We found that management unity, as taught and made possible by the NAF, provides an excellent atmosphere for cost reductions through methods improvement. We have found that plant tours can provide club members with scores of ideas for cost reduction operations back on their own jobs. We encourage our club members to keep eagle eyes out for new ideas when we visit factories.

Why not have all NAF club members write reports on ideas they received from a plant visitation? And then ask them to report later on how they made use of ideas on their own jobs—and how much saving was realized.

Our Syracuse Management Club's enthusiasm for job methods has been greatly increased by these examples and many others, which prove to all that management education and teamwork pays off handsomely to the participants. Job methods analysis has proved to be one of the most fruitful parts of our education program.

On the basis of this report, we believe we qualify as a "Management Team of the Month."

William F. Egan, President  
Syracuse, N. Y., Management Club

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## I BELIEVE . . .

I believe in the NAF because I believe so wholeheartedly in the American way of life. That way of life would be impossible without the solid foundation of the American industrial system, and the industrial system itself would be in jeopardy without an alert and capable management group dedicated to molding and guiding its vast energies wisely.

The NAF serves the management group in many ways, but in none more significantly than the effort to bring to the group an awareness of its importance to our economic order. In the past two decades, many organizations have sought to discredit management and its function either through direct attack or subtle propaganda. As a result, there has been a tendency at times for members of the group to question in their own minds whether their contribution was worthwhile. The NAF, sensing the doubt, has undertaken to erase the doubts and convince those who direct the American industrial system that their function is of profound importance to the continuation of a free and productive society.

I applaud their efforts and wish them every success in their vital undertaking.

**R. S. DAMON**  
*President*

*Trans World Airlines, Inc.*

THE EASIEST WAY to get into trouble is be right at the wrong time.

## MANAGEMENT TEAM OF THE MONTH

ROLL OF HONOR  
1954

March—Formica Foremen's Business Club  
April—Nickey Brothers NAF Management Club  
May—Convair Pomona Management Club  
June—Nash-Kelvinator Management Club of Grand Rapids  
July—Grayson Administrative Conference  
August—Syracuse Management Club

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# Awards Will Be Highlight Of 31st NAF Convention

Top NAF clubs will be recognized at the 31st annual convention of the National Association of Foremen in Cincinnati, from September 22-24. A list of the awards and some of the requirements are given below.

## ACHIEVEMENT AWARDS

A plaque is awarded to the outstanding city club and shop club in the nation, and also to the best in each zone. Second and third place runners-up receive certificates in both contests. Winners are determined by the total points accumulated by club activities reported during the NAF fiscal year (August 1-July 31).

## STANDARD OF EXCELLENCE

This recognition, based on the club's own fiscal year, is obtained after the club has held at least 10 meetings, when it meets all of the requirements involving support of the club by all levels of management, satisfactory club organization, programs, attendance, etc.

## HARRY H. WOODHEAD LEADERSHIP TROPHY

This plaque will be presented to the NAF club which has made the greatest contribution to leadership during the year. Sponsorship rather than mere

participation is used to determine the winner with such activities as community fund drives, youth activities and other area affairs being considered.

## CONVAIR TROPHY

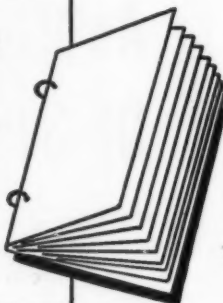
This newest award will be presented for the first time to the club which has done the most toward the professional development of its individual members through education and training. Activities for which points are awarded cover training courses conducted by the club, programs sponsored by the club but conducted by recognized educational groups, and participation in NAF-conducted conference activities.



**CONVAIR TROPHY**—The above 29 inch trophy will be presented for the first time at the 31st annual NAF convention to be held in Cincinnati. The figure in the arch symbolizes excellence and the figure flanked by eagles on top symbolizes supremacy.

# BUSINESS NOTEBOOK

by William M. Freeman



**T**HE NUT CORPORATION makes nuts. If demand stops, the company goes broke. The Bolt Corporation makes bolts. If demand stops, the company goes broke. If they join forces as the Nut and Bolt Corporation they will have two products. If demand for one stops, they can concentrate on the other.

This is the reason for the current rash of mergers. It all started during the war (the one known as No. 2, Series 20th Century) when a lipstick company found that the casings that held the red goo were exactly right for bullets. A sheet company and a shirt manufacturer turned to making parachutes. When the war ended this principle of diversification was retained and expanded. A second product to fall back on when sales of the first one turn sour makes it possible for a company to weather a bad period.

In the automobile industry only a little more than a year ago the independents were grossing 11 per cent of the total. General Motors, Chrysler and Ford, collectively known as the Big Three, were doing 89 per cent. The big boys started fighting for leadership in the low-price field, which hurt the independents. Now the small producers are doing only 4 per cent, and they have no other product to which they can retreat.

The result is mergers of small companies to make big companies. First was Kaiser-Frazer, which acquired Willys-Overland a year ago. Then Nash and Hudson joined to form American Motors.

Studebaker and Packard are joining, too, and stockholders will meet this month to make the deal official. The industry now looks for further mergers to build a fourth great manufacturer.

The same influences are at work abroad. Just the other day the French branch of Ford joined with Simca, making the enlarged organization second only to Renault among French auto manufacturers.

And the same diversification-merger pattern can be seen in other fields, notably chemicals and textiles.

## ENGINEERS

Business and Industrial management in this country is getting so complicated that only an engineer can take a top position. That's the reasoned opinion of a great many specialists who do nothing but find top men for top jobs. The trouble, of course, is that there is already a great and growing shortage of engineers in the jobs for which engineers are trained.

Along comes A. C. Monteith, vice-president in charge of engineering and research for Westinghouse Electric Corp., who proposes to help industrial management generally at the cost of making the engineer even scarcer. Mr. Monteith, who takes office as of August 1 as president of the American Institute of Electrical Engineers, suggests that a broad educational program be started to inform government and business of "the achievements and capabilities of engineers and the importance of their work."

It is his view that the engineers, busy with their work, are making it easy for them to be overlooked when it becomes necessary to fill top positions in management.

## 100,000 JOBS

Brilliant careers offered: The organic chemical industry will be needing at least 100,000 new workers in the next ten years. So says Cary R. Wagner, president of the Synthetic Organic Chemical Manufacturers Association. He ascribes this situation to the fact that the organic chemical industry is growing at a rate four times as fast as all industry.

"In the best judgment of those of us in the organic chemical industry," he commented in a talk at Wooster College, "we have just begun to grow. Even the most conservative of us talk and think in superlatives, not boastfully, but merely in terms of the foreseeable expansion in employment, plants and the thousands of ways in which chemicals will be used in the future."

By way of pointing up the industry's growth, he commented that 256 chemicals are used in making an automobile. (Paul Nachtman, president of Mexican Gulf Sulphur, remarked over a luncheon table the other day that every automobile has a minimum of thirty pounds of sulphur.) Mr. Wagner said that without chemicals there would be no steel or lightweight metals, no television sets or telephones, no synthetic rubber, no sulfa drugs nor many other essential products.

## PATENTS

Once in a while you hear talk of big business buying an inventor's brainchild in order to kill it, so as not to disturb existing product set-ups and scrap expensive machinery.

Is the talk true? Probably not, and here's why: Nearly every big company maintains extensive and expensive research and development installations solely to work out new methods, new products, new anything that will improve their service to their customers. It is just about the

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only way they can maintain their position in the competition for those customers.

Example: Nearly 6,500 patents have been registered with the United States Patent Office Register as available for licensing, which is to say sharing with American industry generally, by E. I. du Pont de Nemours & Co., Inc. The company, in adding 415 more patents to the list some weeks ago, commented that the additional registration marked no change in its policy and that its patents would be studied continuously so that more could be released from time to time.

Do you suppose that du Pont would have become an industrial leader, a giant among American corporations, if it had not done so much research that it can afford to give away its findings by the bushel?

Forward-looking thinking, du Pont style, is responsible for—

## NEW PRODUCTS

This country's standard of living has been pushed to its present astronomical height by the constant effort of manufacturers to outmode whatever it is they have just put on the market.

The volume of new industrial and consumer products coming off the drawing boards and going into production for all of 1954 is put at \$2,500,000,000 by Thomas G. Nevell, chairman of the research and statistics committee of the Society of Industrial Engineers. As reasons, he cited the shift from a seller's market to a buyer's economy, which makes appearance of a product count for more in heightened competition, and lessened defense demand, which shifts more raw materials to consumer items.

## SUMMER SUITS

Not very long ago the "summer suit" was a board-like starched white duck. That was it. You took it or you didn't. Now it shows up in a variety of colors, dark and business-like to rainbow hues, all of them in a highly bearable lightweight cloth.

This is one of the things

"style" and the new synthetic fibers have given us, and men are unquestionably in favor. And yet "style"—the word, not the product—is something shied away from by men. Men don't like anything tagged "stylish" because the word is all wrong. It conjures up the theatre program articles on "what the well-dressed man will wear." That intermission reading matter belongs to a long-gone day when there were men about town who did nothing else, clubmen who stayed in clubs and sportsmen who went to the track, the arena and the hunting preserves.

These men are few nowadays, and the stylists' arrows are aimed at others—us, all of us. We are all a lot better off for their activities, even though we are well aware that their whole purpose in life is to outmode what we have and make us dissatisfied with it so that we'll buy replacements. If they succeed, more power to them. We'll be better off. Meanwhile, any candidates for a word to replace "style"?

## WATERMELONS

The watermelon is a very big fruit, but the modern refrigerator, while pretty big itself, isn't big enough for the watermelon.

So the Department of Agriculture and the watermelon farmers—mostly in Florida, which ranks first in output, curiously enough, even though Texas has more acres planted—have gotten together and produced a new melon that is small enough for the modern family (which is smaller than it used to be) and small enough to fit in the refrigerator.

This new watermelon is so sought after and is rapidly becoming so important in the world of watermelon fanciers that the government has just put into effect new regulations on grading, along with new definitions for the word "mature" and for "damage by sunburn."

Total production last year was valued at \$8,000,000, with 434,000 acres in all given over to the fruit.

## WHY \$12,000-\$20,000 JOBS ARE THE EASIEST TO GET TODAY

*Here Are Some Surprising Facts About the Serious Shortage of High-Salaried Executives*

**What You Can Do To Qualify For Top-Level Jobs Open Right Now**

**SURPRISING** as it may seem, the really big jobs today are the hardest to fill—and the easiest to get. Men who can handle top-management jobs can now choose from any number of openings that pay \$12,000, \$15,000, \$20,000, or more.

It was J. K. Lasser, famous business and tax expert, who went after the facts about this scarcity of qualified men for high-salaried jobs. Polling the heads of companies in many fields, he consistently heard from them the same answer. What men in the middle brackets need to make the high-salary grade, these men told Mr. Lasser, is a general, well-rounded knowledge of business procedure.



J. K. LASSER

### Gives working methods of top men

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# Management on Review



W. L. ALLISON, (right) manager of American Blower Corporation's Columbus plant, thanks two members of the American Blower Management Club (Detroit) for their visit as they board the bus for the return trip. Detroit members are M. A. Reynolds and A. J. MacDonell.

LOOKING OVER the year's program schedule are the new PAA Management Club officers. Left to right, they are, Carl E. McKenry, Jr., secretary; E. S. Bowers, vice-president; William H. Kinnear, president, and John L. Craig, treasurer.



## ABC CLUB MARKS TENTH ANNIVERSARY

Buffalo, N. Y.—The Foremen's Club of the Buffalo Branch, American Brass Co., celebrated the 10th anniversary of its founding recently.

The first meeting of the group was held in 1944, with 43 prospective members attending. Club founders were James Brown, Clarence Bowman (deceased), Harold Humes, Charles Mansfield, Herbert W. Mitchell, Ralph Rustay and Ambrose Smith.

Following the dinner at the anniversary celebration, past presidents Herbert W. Mitchell, Sidney Hanneman, Norman Senf, Thomas Compton, Harold A. Humes, Benson Willard, Leonard Scott and Harold Gerlach each reviewed highlights of his administration.

Works Manager Hallis Poore cited the club's value to the company, in a brief address.

NAF MEMBER Henry J. Fine has been named to the board of directors of the I. B. Kleinert Rubber Co. Long active in NAF affairs, Mr. Fine is affiliated with the Queens County Management Club.





## AREA COUNCIL BEGINS '55 CONFERENCE PLANS

Cleveland—There's a tidal wave along the shores of Lake Erie and it's a constructive one—the Northern Ohio NAF Area Council.

This active and accredited council received its certificate of recognition on October 13, 1953 and already the organization has set the date for its first regional conference. It will be held in Cleveland on April 23, 1955. Plans are underway and commitments are meeting now to assure its success. Thomas Champion, Foremen's Club of Greater Cleveland, is conference chairman.

Herbert H. Everetts, Foremen's Club of Greater Cleveland, is president of the council. Other officers include John Jones, Foremen's Club of Toledo, vice-president; T. F. Fitzgerald, Foremen's Club of Ohio Rubber Co., secretary; and John Kohler, Foremen's Club of Greater Cleveland, treasurer.



Herbert H. Everetts

The council has just completed a survey of educational and meeting programs of the clubs in and around the Cleveland area. The survey brought to light the thinking and activities of 11 clubs, representing 215 companies.

Member clubs of the Northern Ohio NAF Area Council include: Foremen's Club of Greater Cleveland; Foremen's Club of Toledo; Foremen's Club of Ohio Rubber Co., Willoughby; The White Motor Management Club and Apex Supervisors' Club, both of Cleveland; Diamond Alkali Management Club and Industrial Rayon Corporation Foremen's Club, both of Painesville; and Whirlpool Management Club, Clyde Division, Clyde.

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PROUDLY DISPLAYING their certificates of completion, Great Lakes Steel Corporation Management Club public speakers are shown following their graduation ceremony. Seated, left to right, are Dean Laughman, Stanley Gutowski, Joseph Ball, Robert Totzkay, H. A. Dressel, class instructor, Paul Bertram, Earl Gardner and Maynard Seim. Standing, left to right, are Henry Asmus, Lon Cook, Everet Makinen, James Lobb, William Schneider, Clyde Gilliam, Joseph Balogh, Louis Bokas, William Hostman and John Martin.



HERMAN NELSON MANAGEMENT CLUB RECEIVES CHARTER—Accepting the NAF charter from Area Manager Vincent Linn (center) is the club's president, Joseph F. Pirages. Others, left to right, are William R. Tiedge, treasurer; Richard H. Duncan, past president; Wesley Wikesell, speaker; Harry L. Pierce, vice-president; and James R. Unzicker and Carl G. Lobsein, board of control members.

PART OF THE CROWD of approximately 20,000 persons who attended the Fourth Dayton Industrial Exposition are shown here. The event was sponsored by The Foreman's Club of Dayton.



# NAF *in Action*

Paul L. Moore, Michigan State College, spoke on "Participation Increases Production" at the installation meeting of the Foremen's Club of Columbus. Newly elected officers were installed by Judge Dana Reynolds, Common Pleas Court. The officers are: Edwin R. Buchwalter, president; Edwin M. Bazler, vice-president-programs; Colmore E. Ford, vice-president-membership; and J. T. Good, secretary-treasurer.

• • •

Charles Tidd has been elected president of the TWA Management Club of Kansas City. Other officers are William Newstrom, vice-president; Miss Helen Shrontz, secretary, and Charles Ricker, treasurer.

• • •

The Management Club of Solar Aircraft Co. installed H. C. Hardick as their new president. Other officers installed were: W. J. Emery, vice-president; R. S. Gilmore, recording secretary; S. O. Granger, financial secretary; and C. R. Cooper, treasurer. Newly elected members of the board of directors are H. W. Ingalls, A. J. Cassidy, L. L. Baldwin, P. J. D'Arcy and W. E. Bedillion.

• • •

Lucile La Chapelle spoke on "You Are Better Than You Sound" at the fourth annual ladies' night staged by the Grand Sheet Metal Management Club. In addition to the Parisian perfume for the ladies, flown in by TWA, there were other gifts.

• • •

Members of the Pittsburgh Coke Management Club of the Pittsburgh Coke and Chemical Co. made a visit to the Duquesne Brewery of Pittsburgh. Tour was arranged by Robert Hook, program chairman.

• • •

Dr. Charles N. Kimball, president of Midwest Research Institute, addressed the Kansas City TWA Management Club recently.



ACCEPTING THE NAF CHARTER for the Supervisors' Forum of the I. B. Kleinert Rubber Co., is Charles Zwicke, chairman of the group. (third from left). Others, left to right, are John Szabo, president, Greater New York Area Council; James Miller, president, Queens County Management Club; Mr. Zwicke, Lloyd Larson, NAF director who made the presentation; Henry Fine, past president of the National Area Council; and James O'Malley, NAF director.

1922 MEETS 1954—A. L. Freedlander, right, the first president of the Foreman's Club of Dayton, wishes Frank McDonnell, the 1954-55 club president, well during his administration. Dr. James E. Bathurst, center, retiring NAF executive vice-president, beams his pleasure.





# Washington Report

## for SUPERVISORS

BY SAMUEL IRISH

**R**EGARDLESS of what you think of the substantive provisions of the new tax law (the "Act to revise the internal revenue laws of the United States" to your Congressman or tax collector), you'll have to agree that getting it out was quite a production in itself,—a production that took managerial skills worthy of the readers of *MANAGE*.

For one thing, the sheer physical bulk of the bill (H. R. 8300), the reports, and the hearings called for the exercise of a lot of management. H. R. 8300 (the "H. R." stands for House of Representatives, NOT "House Resolution") as introduced, reported by the House Ways and Means Committee, and adopted by an overwhelming majority of the 435 voting members of the House, covered some 875 large "bill type" pages, in Government Printing Office parlance. A "bill-type" page is 11 inches long by 7½ inches wide,—approximately the size of a page of *MANAGE*—and an even 25 numbered lines of 14-point type is printed on each page.

(It should be noted in passing that of course not all 435 voting members of the House—yes, there are some members who do not vote, namely, the delegates from Hawaii and Alaska, and the Commissioner from Puerto Rico—were present and voting on the 18th of March, 1954, when the first general revision of the internal revenue laws since Civil War days passed the House. The vote was, Yeas, 309; Nays, 80, making a quite high total, comparatively, of 389 members present and voting).

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But to get back to the managerial statistics of the bill and its production: The 875 pages might be said to be equivalent, quantity-wise, to at least one regular full sized novel or a couple of pocket mysteries. Then the Ways and Means Committee majority report on H. R. 8300 filled some 109 pages with type, and was accompanied by a 444-page analysis of the provisions of the measure. The minority submitted 24 pages of dissent in the form of "Minority Views." That's another 577 pages of regular 10-point type this time, closely set. In quantity, it would be something like an "Omnibus Weekend Mystery Reader."

Before ever the bill was introduced, or drafted, even, the House Ways and Means Committee, where all money bills, either for spending (appropriations) or getting (taxes) funds for the Federal government have to originate, had held hearings on the at that time abstract idea of tax revision,—on what should be in a tax revision bill when drafted. Incidentally, these hearings had been preceded by extensive studies initiated in 1952, under the Democrats. A total of 504 persons acting as spokesman for an extremely wide variety of industrial, labor, business, professional and other groups appeared in person before the Ways and Means Committee and an additional 1,000 or more written statements were submitted. In all, the printed record of this particular set of hearings runs to 2,916 pages of 10-point and 8-point type (the 8-point is used for the submitted state-

ments, in distinction to a statement made to the Committee in person. Such submitted statements rarely receive much attention except from the "managerial personnel," the Committee staffs, that is, and of course the printers).

These House hearings, then, would make about five average length novels (not necessarily mystery novels).

Thus, not counting the debate on the House Floor, the report of which filled some 91 pages of the Congressional *RECORD* (and each page of the *RECORD* is printed in three columns of special 7½-point type, amounting to about 1,600 words to a page, or almost three ordinary "booksize" pages), before the bill came before the Senate we have the equivalent of about 7 or 8 full length novels (or other books) in the way of official printed material.

Then in the Senate, the Finance Committee held its own hearings on the House-passed measure, with 130 witnesses heard, and 420 statements submitted for the record. These hearings cover 2,443 printed pages,—four or more regular books. The Senate amendment to the House version covered another 418 pages,—these were just the Senate amendments, not the text of the House bill with amendments, the way it's usually done. The Finance Committee made its report in 628 pages.

Thus, again not counting the Floor debate in the Senate either, we have about the equivalent of 14 or 15 regular sized

(Continued on Page 24)



## WASHINGTON REPORT

(Continued from Page 23)

books in official printed material in the Congress on this one bill!

However, as every management man knows, the actual printing of all this material would be a relatively routine matter, although all of it has to be assembled, copy-read, indexed, and the like. This is a job for the Committee staffs, and they necessarily develop skills at it, although rarely, if ever, is anyone hired for one of these relatively top-drawer government jobs because he or she already has such skills.

The aspect of getting out the tax bill that called for really top-flight managerial ability was first, the preliminary work, and then the organization of the tremendous volume of material so that questions by Members of the House or Senate could be answered immediately during the rapid-fire, often heated debate. A hard-pressed senator or congressman has to have the answer today; tomorrow the Senate or House will have passed on to another point.

This work was done by the staffs of three committees, with of course some assists from some of the several thousand persons in the Treasury Department. As to this latter, however, it should be pointed out that your average Capitol Hill employee takes very literally the Constitutional provision about three separate branches of government, and usually prefers to dig up his own information and do his own work. The Congressional staffs are those of the Joint Committee on Internal Revenue Taxation, the House Ways and Means Committee, and its counterpart in the Senate, the Finance Committee.

Senator Eugene Millikin of Colorado, a highly successful oil and mining lawyer before his appointment and subsequent election to the Senate, outlined the background work on the tax bill as follows in presenting the

bill and Finance Committee Amendments to the Senate:

"H. R. 8300 is the culmination of studies on tax revision extending over a period of nearly 2½ years. The Joint Committee on Taxation instructed its staff to make a study of tax revision in the spring of 1952. In July of that year, the staff prepared a questionnaire seeking suggestions from farm, labor, and business groups, and from individual taxpayers, on how to improve the internal revenue laws. Over 17,000 replies were received from this questionnaire, coming from every State in the Country.

"The answers to this questionnaire were digested, and the staff of the Joint Committee on Internal Revenue Taxation and the Treasury Department began a study of this digest and other suggestions early in 1953. Groups in various sections of the country became revision conscious, and were encouraged to submit plans and make suggestions to improve the internal revenue laws.

"I believe this bill had the most thorough study and analysis of any tax bill ever presented to the Congress."

The Finance Committee chairman didn't mention the staffs of the two legislative committees in distinction to advisory, such as the Joint Committee, or Investigative, such as the "McCarthy Committee," in his presentation, namely, the House Ways and Means Committee and the Finance Committee, but they too performed truly vital managerial functions in getting the gigantic bill through the Congress. The point is, no senator or congressman can possibly know all the facts nor have the time to carry out, personally, the details of getting legislation introduced, referred to the proper committee, have hearings held, the bill reported, then passed by both Houses and then probably have to go to conference with the other House before it's cleared for the President's signature. That's a job for management men, and that's just what the Congress has in its staff members.

One more little tidbit of statistics on the tax bill, and then all you have to do is find the money to pay those taxes. Secretary of the Treasury Humphrey told the Senate Committee

that there were some 47½ million taxpayers. (Population of the United States: about 160 million.) During the debate, it was brought out that 80 per cent of these taxpayers have incomes of less than \$5,000 a year. (So you see how well off the readers of MANAGE are!)

Total "take" of the Federal government from internal revenue taxes last year was \$64 billion, 593 million. Of this, individual taxpayers accounted for about half, or \$32 billion, 478 million.

So you see how important you are as a part of the greatest, the richest, the most powerful government in the history of the world.



- AUGUST 20, 1954**  
Executive Committee Meeting  
..... Dayton, Ohio
- AUGUST 23-27, 1954**  
Management Unity Seminar  
..... Dayton, Ohio
- SEPTEMBER 22-25, 1954**  
31st Annual NAF Convention  
..... Cincinnati, Ohio
- OCTOBER 11-15, 1954**  
Management Unity Seminar  
..... Dayton, Ohio
- DECEMBER 6-10, 1954**  
Management Unity Seminar  
..... Dayton, Ohio
- FEBRUARY 7-11, 1955**  
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..... Dayton, Ohio
- APRIL 4-8, 1955**  
Management Unity Seminar  
..... Dayton, Ohio
- JUNE 6-10, 1955**  
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..... Dayton, Ohio
- AUGUST 22-26, 1955**  
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..... Dayton, Ohio
- OCTOBER 17-21, 1955**  
Management Unity Seminar  
..... Dayton, Ohio
- DECEMBER 12-16, 1955**  
Management Unity Seminar  
..... Dayton, Ohio

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## Why Don't We Repeal The Fifth Amendment?

**T**HE Fifth Amendment to the United States Constitution specifically states that "no person shall be compelled, in any criminal case, to be a witness against himself."

This is the law that permits traitors to walk our streets and communists to refuse to answer questions concerning their party membership or subversive activities.

Is a law that permits this kind of thing a *good* law?

You're darned right it is!

We cannot destroy freedom and justice simply because its operation can at times be harmful.

We don't want to burn down the house to kill the rats.

The basic constitutional principle of American justice is that every man is innocent until he has been proven guilty — and what is more, a man cannot be forced to testify against himself even if he is definitely *known* to be guilty.

Another principle of American justice (unwritten but tremendously important) is that it is far better to free *ten guilty men* than to convict *one innocent man*.

As a result, in the United States of America, the freest land on earth, the burden of proof of a man's guilt has always rested on the state — which is the way it should be.

There have been times when justice seems to shirk her duty.

It is easy to get impatient when a law becomes an

escape hatch for somebody that you want to see punished.

All of us, when we are too mad to think straight, would like to see the law changed so that our enemies may be made to suffer their just deserts.

But the wise men who wrote our Constitution were careful to guard against this law by impulse, even if it meant that the laws of the land would work in strange ways.

In fact, that brilliant group of political scientists knew very well that they were creating what could be called a clumsy, slow-moving form of government.

They did it on purpose, because it was to be a government of the people, by the people, and for the people, and such a government required strong restrictions on executive actions and legal restrictions on hasty and perhaps unwise changes in the Constitution.

Almost every generation of Americans have from time to time fretted and chafed under temporary inconveniences brought on by the rigidity of the United States Constitution, but by the time that the proposed amendments could have been put into effect, the desire for the change had usually disappeared.

Our Constitution is our foundation.

It was scientifically conceived by competent scholars, based on the accumulated political wisdom of the ages and is today the most modern and living instrument of political freedom in existence.

Let's not tinker with it!

"BETTER AMERICA" series of illustrated editorials presented as a public service by MANAGE Magazine.



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# How would have solved this?

**NOTE:** In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than August 28, 1954. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

## HERE IS THE SUPERVISORY PROBLEM FOR AUGUST

Bill Goodman, a supervisor within a large plant, has been receiving anonymous telephone calls and when he answers the telephone, the calling party either hangs up the receiver or screams into the phone.

Pranks are continually being played on him while off and on the job. Some examples are: placing a bullfrog in his desk drawer, an empty whiskey bottle on the bookcase behind his desk, inking the earpiece of his telephone etc.

Recently, on a Friday evening, someone arranged to have salesmen visit Bill's home. Among them were auto dealers, vacuum sweeper salesmen, fence builders and others. Each salesman arrived at a different time. As Bill did not request the ten salesmen to call, it made the salesmen peeved also because they had been sent on a wild goose chase.

Personnel assigned to Bill Goodman's work area are unionized. He is fair in his dealings with them and tries to work out their problems intelligently. Bill is a firm believer in good management. He has been with the company for 15 years and was promoted from the ranks.

The situation described has been continuing over a long period. In addition to being annoying, it consumes time, is embarrassing to both Bill and the

employees, reflects discredit on the company, and is beginning to involve outside agencies.

What should Bill Goodman do? Should he ignore everything and just let this kind of situation continue or should he take some other corrective action to curtail it? How would you solve this problem?

## HERE WAS THE SUPERVISORY PROBLEM FOR JULY

Clem Cross is confronted with the following situation and is having just one h—of a time finding a solution.

Clem has been assigned the task of establishing the labor standards for a progressive assembly line. He naturally used the conventional time study techniques to complete his assignment. Just as Clem had completed distributing the work load as evenly as possible, to see that no one had to maintain a killing pace, he was confronted with a reduction in daily schedule from 1200 pcs per day to 600 pcs per day. The work load was so distributed that when the peak, 1200, schedule was in effect there was one operator for each of the operations on the line.

However, when the reduction came the line foreman did not reduce the number of operators. During this time the operators have become accustomed to the ensuing waiting time and when asked to double up on the operations, thus eliminating one-half of the people on the line, a strong objection was raised.

All operators are female and are in an age group of between 35 and 50. Most of them are quite set in their ways and resent changes. The

foreman is cooperative but seems a little timid about correcting the situation.

Clem is not in a position to administer the foreman's job, he can only recommend. Should Clem try to sell his new plan to the operators himself? Should he write a report on the situation and distribute it among the foreman's supervisors? Should he abandon the whole plan and permit the situation to continue, hoping for an increase in schedule? How would you solve this problem?

## JULY WINNERS

Following are the best "solutions" to the supervisory problem of the July issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

## SELL THE FOREMAN

By George Shreeve, Aladdin Industries, Inc., Nashville, Tennessee

There is an economic axiom which states that "you cannot pay a person more than he is worth to you and remain in business for a long period of time."

Clem is confronted with a situation that if allowed to continue, could jeopardize his job as well as every other individual working there. He should not be non-committal but should assert himself for the good of his company. It is hard to visualize a foreman who if consciously concerned about the well being of his department, would run a job under the circumstances described.

Clem should deal directly with the foreman or his supervisors in selling his new plan. Under no condition should he go directly to the people. This is a decision that must be made by management personnel and not the direct employees. The foreman in this case should be sold on Clem's new plan. If Clem cannot convince him of its merits by himself he should enlist aid from his (the foreman's) supervisors. A written record should be kept on the proceedings so that they may be referred to in cases of controversy.

The foreman, after he is convinced

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that he has erred, should make the necessary reduction in personnel in accordance with this particular company's policy regarding such matters.

He should go to the women workers and explain the reasons for the action taken. He must retain the good will of those laid off and inspire those remaining to create such a zeal for their work that the new method will be given a fair and impartial test.

He should take this opportunity to explain that the plan is fair, just and that the job security of all will hinge on their performance. The foreman here probably has a much greater selling job than does the time study man.

Clem Cross cannot ignore this situation, as he has a personal and moral obligation to fulfill to his company. He must do everything within his power to achieve a harmonious and speedy solution.

### NOT CLEM'S PROBLEM

By H. Leonard Rolls, Lowell, Ohio

The situation with which Clem Cross was confronted should not have been considered his problem to solve, but rather that of the Production Department. He had been assigned to the task of establishing labor standards for the assembly line, and, after securing the necessary information and facts, his next step should have been to plan the method of conveying the problem to the members of the Production Management, and insist that the necessary changes be made by that department.

Clem's job was to find out how much work remained under the reduced work schedule, and calculate the number of men necessary to do the amount of work involved. This information he must present to the Production Management, showing that some of the operations have been reduced to a point where one operator can be used in place of two, or some such workable system. It then becomes necessary for the foreman to place or rearrange his employees so that there is enough work for everyone left on the assembly line in his department.

The production foreman naturally bears the burden of reassigning jobs and rearranging people. Most humans resent all changes, but this is a regular part of a foreman's job, and becomes somewhat more simple when a foreman knows all the people working for him well enough to know their reactions to changes and reassignments. A foreman, on knowing his employees and working with them through the years, will anticipate the problem he might

have with each member of his working force, and prepare himself for such a problem before the anticipated change.

When the change is being made, and for a short period of time thereafter, it is necessary for the foreman to stay close to the new method of work to insure smooth operations and improved methods so that the work is properly distributed. Soon each employee will find that the standards, registered by Clem Cross and work he said was involved in the operation, is only enough to keep the specified number of people busy. Proper standards always work this way.

Clem should not try to sell the operators on a new plan. This is the foreman's job, and cannot be done effectively by two people. Clem should accomplish his task by reporting the working conditions found to Production Management. He then must make the necessary follow-up on the problem, and report to higher management if the problem continues.

### FOREMAN NEEDS SUGGESTIONS

By Dorothy Burns, Hughes Aircraft Co., Culver City, Calif.

Establishing the labor standards for a progressive assembly line is the task assigned to Clem Cross. At present, the number of operators should be reduced to half to remain in line with the work load at peak production schedule.

As Clem is not in a position to administer the foreman's job, suggestions for improvement need to be given to the foreman. He is a timid man who wishes to maintain harmony among his female operators, (aged 35-50), and to cooperate with management. Clem could suggest to the foreman that he ask the operators to work short hours temporarily as the daily schedule of 1200 pcs had been reduced to 600 pcs per day. Or, an alternative suggestion to the foreman that he gradually decrease the number of operators while slowly increasing the work load. If the people on the line can be absorbed elsewhere in the company, rumor that it is a very temporary emergency transfer, and that the operators are needed elsewhere!

For keeping a congenial atmosphere among the employees, the personal touch is recommended. Perhaps, flowers on the ladies' birthdays, a cake occasionally, or an extra day off as a bonus for high production furnished by the management would be welcomed.

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11 methods top business men use in dealing with others.

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by Donald A. Laird and Eleanor C. Laird

Revised Edn., 189 pages, 5½x8½, \$3.75

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**The book shows you specific ways** to win cooperation from others, to maintain friendly discipline without friction, and how to make your orders stick. You learn how to arouse genuine enthusiasm and best efforts of those under you. You are shown concise pointers on effective question-asking to obtain willing answers. This book is a storehouse of information on using the psychology of success and leadership.

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7. Friendliness to overcome opposition
8. Good-finding to uncover ability
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10. Increase others' self-esteem to boost loyalty
11. Jingle praise to secure best efforts
12. Know your people to generate harmony
13. Leading—or driving?

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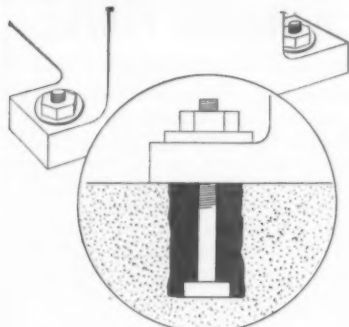
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## NEW PRODUCTS

### SECURES ANCHOR BOLTS IN CONCRETE

**801—ROCK-TRED CORP.**, manufacturers of industrial flooring and building maintenance items, has recently introduced a new material that quickly and permanently secures anchor bolts in concrete. Named **ANKOR-SET**, the new material is a powdered compound which fast-cures when mixed with water to form a hard, impact-resistant, exceptionally high-compressive strength material. It is non-shrinking with controlled expansion, to insure a tight, permanent bond. Sets hard in one-half hour. Quickly forms an extremely durable bond that becomes an integral part of the floor. Recommended for permanent anchoring of machinery, engines, motors, drives, conveyors etc. Also ideal for fast-patching of holes and cracks in concrete floors and walls.

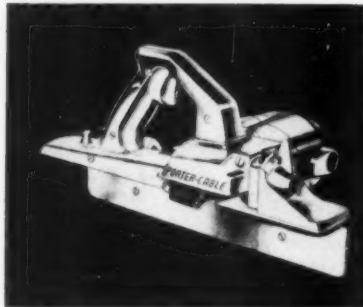


### NOVACULITE—NEW CHICAGO WHEEL HONING CHIP

**802—THE CHICAGO WHEEL & MANUFACTURING CO.** has announced the marketing of a new precision barrel finishing chip, called **NOVACULITE**. Among the advantages, according to the manufacturer, are that chips of this material have unusually long life, will reach hard-to-get-at indentations without wedging or clogging holes, and will not charge the work. It is also stated that Novaculite chips produce an unusually fine finish to close tolerances, with uniform radii on all edges of the work.

In precision barrel finishing Novaculite chips are said to produce a mild honing abrasive action for a smooth even finish without dents, burrs, or damage to stamped or cast parts. Because Novaculite chips do not charge the work with abrasives or extraneous materials, such as iron oxides, the manufacturer states that they offer particular advantages for finishing parts to be used in electronic assemblies or parts that would subsequently be used for plating.

### NEW POWER PLANE OFFERS TOP SPEED



**803—A** new heavy-duty electric plane has a cutter that shears off wood at the amazing speed of 25,000 RPM. The **PORTA-PLANE**, now being introduced by the **PORTER-CABLE MACHINE CO.**, removes 3/32" of wood at each stroke, producing a square, dead level, glass-smooth surface that needs no sanding.

Tests show that the Porta-Plane is 10 times faster than a hand plane, cuts more accurately and eliminates fatigue. It weighs only 9¼ pounds and measures only 16" long. A bevel adjustment enables the plane to cut any angle from 45 to minus 15 degrees.

A deflector shoots the shavings out of the operator's way, and prevents clogging of the cutter which has a spiral blade made of specially hardened steel to maintain a fast, smooth shearing action. The cover of the cutter chamber completely guards all but the cutting edges of the blade to insure safety. Maximum width of cut is 2 13/32".

### NEW "QUICK-HOT" SOLDERING GUN HANDY

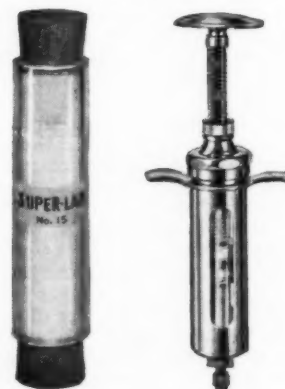
**804—So** small it slips readily into a tool kit, so light it weighs only 1½ pounds, so balanced it's easy to use accurately and without tiring, this new Model 199 **WEN PRODUCTS, INC.** "QUICK-HOT" electronic soldering gun appears to be ideal for many light production jobs, bench repairs, maintenance around the plant, etc. Plugged in on ordinary 110-120 volt A. C.—60 cycles—it's working hot 2½ seconds after trigger is pressed. Cools quickly when trigger's released. Spotlight automatically illuminates work and new type extra long nosed tip enables operator to reach into tight spots. The new type tips are reported to be practically indestructible. Retail for only \$7.95.

### NEW SUPER-LAP DIAMOND COMPOUND

**805—A** new diamond compound known as **SUPER-LAP** has recently been introduced by **ACME SCIENTIFIC CO.**, manufacturers of lightwave measuring equipment, and contract polishers of molds and dies. The new compound has been specially formulated by Acme to meet the extremely high finish requirements encountered in their own mold polishing department. It is said to contain diamond particles accurately graded to National Bureau of Standards specifications to insure consistently uniform results: no loss from non-functioning undersize fines, and no oversize grains to cause scratching, etc.

Super-lap is ideal for a wide range of applications, including roughing, lapping, polishing and super-finishing on such items as plastic molds, ceramic parts, carbide dies, cutting tools, plug and ring gages, knitting and spinning spools, hardened steel tools and many others.

Handy syringe-type applicators are available in two sizes to fit 18 gram and 5 gram cartridges. Easy to operate with one hand, they simplify application of Super-Lap from the glass cartridge directly to the lap or work.



### FISHERMEN: SCALE FISH THE EASY WAY

**806—Bye-bye** fish scaling blues—with this new automatic portable Fish-Scaler in a power kit. The kit enables fishermen to scale fish 5 times faster than old methods, and no muscle needed. Impossible to tear the fish skin—the scaler merely lifts the scales and removes them without cutting them. Included in the kit is a carborundum stone for sharpening hooks, knives, etc., a small rise for tying flies, a felt buffing wheel for polishing tackle, a small fibre brush for cleaning reels—all in a heavy steel box. Available from **AMERICAN HOMECRAFT CO.**

## NEW SHORT DRILL

**907**—Now being marketed by **STANLEY ELECTRIC TOOLS** is a new powerfully built short drill designed to get into tight spots. Maintenance and repairmen working in hard-to-get-at places will find the model 123, with  $\frac{1}{2}$ " capacity in steel and  $1\frac{1}{8}$ " in wood, answers all the requirements for a short, powerful drill. Construction of back spade handle allows it to be removed for even shorter chuck line length. Pipe handle is also removable. Full antifriction bearing drill has alloy steel gears and momentary contact switch with push button locking device. Chuck speed with no load is 550, full load 330.



## NEW CHAMFER MICROMETER GAGE

**908**—**ACME INDUSTRIAL CO.**, manufacturers of drill jig bushings and precision measuring instruments, has recently announced a new chamfer micrometer gage, designed to directly read end diameters of chamfers up to one inch from 90 to 127 degrees, included angle. The new model simplifies computing chamfer depths and reads like any standard depth micrometer. A master check bar with known indicated end diameter and chamfer is furnished with each gage for checking calibrations of micrometer.



## BENCH TYPE PUNCH PRESS

**909**—A power bench type 1-ton punch press developed by **ALVA F. ALLEN** is proving to be one of industry's most valuable small tools. The **ALLEN** punch press is ideal for short runs or small work because it frees heavier equipment and can be operated at lower cost. One of the features of the Allen is a new, simple single pin clutch. It gives positive clutching action and is operated by a convenient hand lever. On continuous operation, the Allen has a capacity of up to 200 operations per minute.

MANAGE August 1954

## NEW LITERATURE OFFERED

**910**—An "Abrasive and Cutting Tool" catalog containing seldom-found information is available from the **METAL REMOVAL CO.** Within the 40 pages are charts suggesting abrasive grain selection and grade recommendations for specific jobs, as well as safe operating speeds for wheel diameters and tool overhang. A comprehensive tool selection chart shows the advantages, disadvantages, applications and operating speeds for abrasives, and for carbide, cast alloy, and high speed steel cutting tools.

**911**—Extra large impact sockets, large size extensions and universal adapters, and Morse Taper conversion sockets are described in a new illustrated brochure just issued by **THE APEX MACHINE & TOOL CO.**

Specifications and drawings are included for impact sockets with 1" female square drive, for use on hex nuts measuring up to  $5\frac{3}{4}$ " across flats; similar information is provided for  $1\frac{1}{2}$ " and  $2\frac{1}{2}$ " female square drive sockets, for use on hex nuts measuring up to 10-5/8".

**912**—A wiper quality chart is available from **CHARLES BELSKY & SONS**, manufacturers of **READY-WIPE WIPING CLOTHS**. By means of this copyrighted chart, twenty-one basic types of cloths are scientifically analyzed and compared with regard to their important wiping qualities. Absorbency, softness, durability, weight of fabric, color, type of fabric, weave, shape and size are all wiping characteristics given measurement in this interesting and helpful new chart.

**913**—Publication of a new pocket-sized booklet on storage battery maintenance has been announced by **EXIDE INDUSTRIAL DIVISION OF THE ELECTRIC STORAGE BATTERY CO.** The booklet breaks down battery care to seven basic rules, each emphasized with a catchy cartoon treatment and a minimum of explanatory text.

The booklet is particularly suitable for distribution to maintenance personnel and others who might have to deal with batteries. According to the company, the presentation makes the booklet both useful and interesting to anyone associated even indirectly with batteries.

**914**—A new catalog, designed to show manufacturers how they can cut costs and boost production by use of the **MULTIPRESS** has been issued by **THE DENISON ENGINEERING CO.** Presented are numerous illustrations of the industrial uses of the Multipress in addition to photographs and descriptions of the press in actual operation. It shows actual photographs of the Multipress performing blanking and forming, riveting, coining, drawing, crimping and swaging operations. The photographs of the presses in the various types of actual operation give readers of the catalog the advantage of seeing for themselves just what function the Multipress might best perform in their plant.

**915**—An **EVALUATION CHECK LIST** to help users of shipping containers analyze the "ABC" of their packaging has been prepared by **STONE CONTAINER CORP.** Specific questions drafted by Stone Container's packaging experts provide keys to learning how containers rate for "Appearance," "Best Economy," and "Construction." Pointing out that reevaluation in the light of changed materials, methods and procedures may reveal waste and inefficiency in containers, the check list cites case histories of improvements. Questions are designed to find where containers can be improved for more efficient packing operations, lower cost of container, reduced freight costs, more effective sales or display impact and in other ways.

**916**—An attractive bright new plastic bound reference book about grinding wheels has just been issued by **CHICAGO WHEEL & MANUFACTURING CO.** All types of grinding wheels, flex wheels and the new break resistant cut-off wheels are carefully and fully described in a most conveniently indexed form. Proper operating speeds of all types of grinding wheels are given on large easy to follow tables. One of the unique features of this new book is the wide array of accessories for use on small hand grinders claimed by the manufacturer to be the largest and most complete assortment ever gathered together. Anyone who uses grinding wheels or portable tools will find this book helpful.

Note: Inquiries for the items listed above will not be serviced beyond Sept. 28

## MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1954

MANAGE  
SERVICE  
BUREAU

Please send me further information on items circled below:

801	803	805	807	809	811	813	815
802	804	806	808	810	812	814	816

Name ..... Position .....

Firm ..... NAF Club .....

Please ☐ Firm address }  
check ☐ Home address } Street .....

City ..... Zone ..... State .....





The world's largest meter and valve testing station, built expressly for testing meters and valves under actual operating conditions, has been opened on the outskirts of Pittsburgh by Rockwell Manufacturing Company.

Promotion of Charles Gilmore, a staff engineer, to assistant staff engineer of the American Viscose Corporation's acetate plant, has been announced.

International Resistance Co., world's largest manufacturer of resistors, announced that its wholly-owned California subsidiary, formerly the Gorman Manufacturing Corp., will now be known as Ircal Industries. Edward A. Stevens, vice-president and treasurer of IRC, Philadelphia, has been elected president of the Los Angeles concern.

Alfred P. Knapp, president of Knapp Mills, Inc. of New York, world's largest producer of lead clad steel and lead clad copper, has announced plans to diversify the company's operations by also producing large scale chemical and process equipment from rigid unplasticized polyvinyl chloride.

General Motors will build a new Fisher Body fabricating plant on the site of GM's former Detroit Transmission Division plant in Livonia, Mich., president Harlow H. Curtice of General Motors has announced.

Name plates, data plates, escutcheons, seals, tags and dials made by the Angell Manufacturing Co., Dayton, Ohio, are now being exhibited to employees of the Michigan Division of Revere Copper and Brass Inc.

Technical advances in manufacturing methods assure this country that there will be no real recession for a long time, A. M. Wilson, executive vice-president of Minneapolis-Honeywell Regulator Co., told the New York Society of Security Analysts recently.

Robert F. Fox, district engineer for Eutectic Welding Alloys Corp., Flushing, N. Y., has been promoted to the position of district manager.

American Cyanamid Co. has established an undergraduate scholarship program in chemistry and chemical engineering to supplement its existing post graduate fellowships and grants.

Triple honors were presented to George H. Kubes with his re-election as president and a director of the American Box Co., Cleveland, and subsidiary, American Wood Products Corp., Marion, S. C., and his re-election to the board of the Wirebound Box Manufacturers Association, Chicago.

The Board of Directors of General Motors elected Ivan L. Wiles, Thomas H. Keating and Roger M. Kyes, members of the board of directors and of the Operations Policy Committee of GM.

Semon H. Stupakoff, formerly president of Stupakoff Ceramic and Manufacturing Co., has been elected vice-president of The Carborundum Co.

Appointment of William H. Evans as a vice-president of Diamond Alkali Co. was announced by President John A. Sargent.

Robert S. Price has been appointed general manager of the Seiberling Rubber Co. Plastics Division.

The appointments of Frederick S. Upton as senior vice-president and Mason Smith as finance vice-president, Whirlpool Corp., have been announced by Elisha Gray II, president. The appointments will be effective September 1.

R. V. Strickler, department superintendent at the Jet Propulsion Laboratory, California Institute of Technology, has been awarded a 1954 Mercury automobile as first place winner in a national offset plate contest sponsored by the Minnesota Mining and Manufacturing Co.

Robert W. Rosel has been elected to the Board of Directors of the Yardley Plastics Co., Columbus, Ohio, according to an announcement by Frederick B. Hill, company president.

The Timken Roller Bearing Co. has announced that it will build an atomic bomb proof vault at its New Philadelphia plant. This vault will withstand pressures and heat from an atomic bomb hit outside of a half mile radius of its location.

Forty per cent of all industrial executives are reported to be engineers, and sixty per cent of engineers are engaged in administrative functions 20 years after graduation, according to a paper presented at the semi-annual meeting of The American Society of Mechanical Engineers.

Wheeling Steel Corp. will construct a second continuous galvanizing line for the production of galvanized sheets and strip. This line, to be built at an estimated cost of \$4,000,000 will be located at the company's Martin Ferry factory.

The 1954 Summer Management Conference, sponsored by the Institute of Industrial Relations and the Schools of Business Administration of the University of California and Berkeley will be held from September 15-18 at Yosemite National Park.

A new division of The Denison Engineering Co. of Columbus to be known as the Aircraft Products Div. has recently been established.

## FOREMEN'S UNION

(Continued from Page 8)

efforts of management to achieve sustained and uninterrupted production are likely to be ineffective. During the five and one-half year period while Ford was dealing with its foremen through union representatives, there were fourteen strikes of foremen, and many threats of strike. There has been no strike of foremen since Ford terminated its relationship with the Foremen's Association, and Ford had never experienced a strike of its foremen before the relationship commenced. It is significant also that during the first years of our experience with the Association we also lost a record number of man days through unauthorized walkouts and strikes on the part of the rank-and-file. This could be coincidental; but we are convinced that there is more to it than that. There is considerable evidence that the lack of leadership and divided loyalties resulting from Association activities were reflected in the irresponsible attitudes of the men whom they were expected to dissuade from such actions as illegal strikes.

I turn now to the second major objection to supervisory unions which was so completely borne out in our experience with the Foremen's Association. The objection can be stated this way:

### 2. SUPERVISORY UNIONS FORECLOSE MERIT AND INITIATIVE BY RIGID INSISTENCE ON SENIORITY

This question also was emphasized in the War Labor Board panel report mentioned above:

"The panel, however, believes that management should be left free to assess the relative weights to be accorded seniority, merit, and present or potential ability when layoffs, demotions, and transfers of foremen are made.

"The attachment of excessive weight to seniority in promotions would go far to reduce the drive to excel among the foremen and would limit the opportunity of men to forge ahead. Its effect upon the

quality of management and upon the enterprise and efficiency of American industry would be unfortunate, if not disastrous. The effect on the rank and file would also be undesirable."

At Ford, seniority is always accorded great weight by management, but to make it conclusive would be disastrous. The Association, at our insistence, agreed to a provision in the 1944 contract to the effect that seniority would prevail only in cases of equal ability. The Association made frequent public reference to this provision as proof of its position that merit should prevail in the promotion or demotion of supervisors. But quite a different attitude was displayed when questions of promotion or demotion actually arose. The contract language meant very little in actual practice.

The Association habitually challenged promotions or demotions made on the basis of merit. Forty per cent of all grievances filed by the Association were on this issue alone, and many of them were carried through all stages of the grievance procedure to the umpire. The Association thus clogged the grievance procedure to assert this one point.

Simply stated, ability and seniority were almost always held to be synonymous by the Association.

Here are a few excerpts from typical grievances filed by the Association during this period:

"... Since the Company has accepted Mr. Maitland's services as being satisfactory, making no effort at any time to show him as lacking ability, seniority should be the governing factor in the demotion."

"Consideration of reinstatement of foremen from the Availability List who were demoted by reason of a reduction in force must be based on seniority alone."

"It is the Association's contention that ability in the instant case is not a factor since the question of Mr. Moore's lack of it had never been discussed."

"... Since Mr. Pendracke has the greater length of service as a foreman in the department and since his removal as a foreman was not because of lack of ability or

inefficiency the Company must reinstate him as per contractual obligation before Mr. Matievich."

In another case the Association argued as usual that the aggrieved employee had been on the job for many years, and consequently must be presumed to have the required ability, so that his seniority entitled him to the position. It went on to say:

"The Association's position in the instant case is amply supported by precedent since an umpire ruling in a parallel case between the Ford Motor Company and the CIO resulted in complete vindication of the union's argument. So much so, in fact, that the new contract between the Company and the CIO incorporates a clause stipulating that in case of a reduction in force, demotions or layoffs will be made on a strict seniority basis. The Association sees no reason why this should not also apply where foremen are concerned."

Indeed, the continuous opposition of the Association to promotions and demotions, except upon a strict seniority basis, led most higher supervisors to follow seniority save in the most extreme cases, in order to avoid friction and to "get along" with the Association.

This insistence on the mechanical application of seniority was and is repugnant to all concepts of good management. It is a concrete denial of ability and of the natural urge of men to better themselves. Two members of the Ford Policy Committee, both vice-presidents, are primarily responsible for production. Both men came from the ranks of foremen. Almost all of their subordinates followed the same route to their present positions. The future, not only of Ford, but of other companies depends upon the ability of management to recognize and preserve ability and reward merit quickly.

#### Main Test

### ACCOUNTABILITY

If a rigid rule of seniority is to prevail, this country might easily be deprived of leadership and ability of men like William Knudsen, Walter P. Chrysler,

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## FOREMEN'S UNION

(Continued from Page 31)

Walter Gifford and many others who have risen through the ranks.

The test constantly imposed upon American management is one of accountability: accountability for good products, reasonable prices, and fair and equitable treatment of its employees and of all other groups with whom it deals.

When a foremen's organization must be recognized, management is compelled to share its judgment in selecting the persons who actually run its plants and deal with its employees. This does not, however, relieve management from its complete accountability, which in the nature of things cannot be shared. The panel report referred to above deals cogently with this issue:

"The panel believes that great weight should be attached to the dependence of higher management on the competency of foremen. When the managers of an enterprise select foremen to whom they delegate authority and responsibility, they are not relieved of accountability for results. They are expected to pick competent men on whose good judgment and reliability the superior can depend. The panel calls attention to the fact that foremanships are to considerable extent the seed bed for higher management. Furthermore the men who hold high positions in management are chosen in part for their skill in selecting and developing subordinates into an effective organization. They should be free within broad and reasonable limits to exercise these functions and to select and develop men for greater responsibilities.

The record is clear that the Association strongly opposed any action by the Company to improve the status or enhance the dignity of foremen, or to improve their ability to perform their jobs, except in collaboration with, and with the prior approval of, the Association. Association officials opposed any system of merit increases, characterizing those who would receive them as "red apple boys" and "Company men." The theme of the Association was that foremen were not, and would never be, a part

of management; that they would always be "just foremen."

Meanwhile, Ford Motor Company was making a genuine effort to work out successfully its agreement with the Association. This assertion is supported by the testimony of Mr. Keys, President of the Association, before the House and Senate Labor Committees in February, 1947. He referred frequently to the "excellent relations" of his organization with Ford, and to the "efficient and cooperative manner in which the grievances of our members were handled by the Ford Motor Company."

April, 1947

### TERMINATION ASKED

But long prior to the expiration of the agreement, Ford realized the necessity of reviewing the whole situation in view of the highly unsatisfactory history of the past few years. This, and the militant stand taken by the Association, led Ford, on April 8, 1947, to send a notice of its intention to terminate the agreement.

The Association answered this notice by repeating its demand for the enlargement of its power to include bargaining representation for all foremen, including non-members of the organization; inclusion, without vote, of general foremen and even some classes of superintendents; check-off of association dues and assessments; increased emphasis on seniority; and a number of fringe issues.

It will be noted that each of these demands was designed primarily to strengthen the hand of the Association, not primarily to assist or help the individual foreman.

Accompanying these demands was a notification by the Association of its intention to strike unless they were met.

The situation facing us in the spring of 1947 thus had many aspects:

- A. We did not want a strike.
- B. Experience had convinced us that a management union such as

the Association was unworkable unless a wholly new concept of its role could be agreed upon.

C. In the Packard case the National Labor Relations Board had held, contrary to its Maryland Drydock decision, that management was obligated under the Wagner Act to bargain with supervisory unions.

D. Ford Motor Company, through Mr. Henry Ford II, its president, was committed to an active program for the constant betterment of personnel relations throughout the organization.

On balance, and despite our discouraging three years, we finally concluded that the objectives of all parties concerned might best be served by extension of the existing agreement for another 12 months, if the Association would agree not to interfere with the Company's plans to draw foremen closer to other groups of management.

A letter to that end was sent, on May 15, 1947, to the Foremen's Association. It suggested no changes in the terms of the contract, but proposed in the following language a definite statement of objectives for any future relationship between the Association and the Company:

"We want foremen drawn closer to other groups of management, not divorced from them. Once a man sets his foot on the management ladder at Ford Motor Company, we want him to know our policies and programs; we want him to share our responsibilities and privileges; we want no artificial barrier put in his way if his ambition is to climb up that ladder in accordance with the value of his abilities, energy and experience.

"We expect your whole-hearted endorsement of these basic objectives.

"We have already started and will continue to develop vigorously a carefully planned program to achieve those objectives. Since our organization is large, the job is not easy. We may make mistakes, but we propose to keep on trying because we intend to succeed.

"We will expect from you assurance that the Association will not interfere with this program. In this we ask good faith. Obviously, tacit agreement accompanied by constant sniping at our efforts would make a difficult job next to impossible."

Our proposal was rejected. On May 21, 1947, our foremen went out on strike.

Although the difficulties ahead were only too apparent, we

MANAGE August 1954



decided to continue with production. During the strike, production was maintained nearly at schedule. This was due partially to the refusal of many foremen and other supervisors to join the strike and to the fact that others quickly returned to work. This was a strong demonstration of the loyalty of many of our foremen to the management team of which they were a part.

Several significant events occurred during the strike. Officials of the FAA publicly ordered its picketing members to "get tough," and violence, threats, and intimidation ensued. On June 23 the Taft-Hartley Act was enacted. Although it was not to become effective for 60 days, there can be no doubt that the Act's removal of the legal obligation to bargain with supervisory unions had a direct and immediate effect on the strike. The FAA continued to appeal to UAW-CIO to support the strike, and the rank-and-file union cooperated by following the UAW-CIO policy referred to above. On July 2, Mr. Richard Leonard, then international UAW-CIO representative for the Ford department, offered his services as mediator.

A back-to-work movement by striking foremen was well under way, however, by July 1; and on July 3 the Company announced it was formally withdrawing its recognition of the Foremen's Association.

*July, 1947*

## **STRIKE ENDS**

By July 6 the strike, to all intents and purposes, was over. There was a tendency, particularly in the press, to herald the return to work as a "company victory." Technically I suppose it can be described in that way. True, the Association had failed to attain a single objective. But as we went through the laborious job of straightening out our plants and patching together our production team, it seemed anything but a victory.

Rather, it crystallized our views on our long and patient

experimentation with the Foremen's Association:

**First, the notion is false that supervisors can be dependent upon a union and still retain a primary loyalty to the job of supervising men and operations.**

**Second, union intervention at the supervisory level tends in practice to transmute individual responsibility—the essence of efficient management—into mass irresponsibility.**

**Third, the insistence of the Foremen's Association—or any other supervisory union—on promotion and demotion according to seniority alone is repugnant to our concept of good management, and always will be.**

**Fourth, the "independence" of a supervisory union in a highly-organized mass production industry like the automobile business is a myth. There is an inevitable tendency in supervisory unions to ally their interests with the interests of unions of rank-and-file workers, a situation which is the antithesis of management responsibility.**

**Finally, the philosophy that quarantees the right of the rank and file to organize and choose their own representatives—with which we agree—cannot practically be applied to the supervisory group.**

As a result of hard experience we reject the thesis that foremen can be "employees" for the purpose of mass bargaining with a company over wages and working conditions and yet be a part of management when supervising rank-and-file employees. A divided loyalty is as bad or worse than no loyalty at all.

I am aware that the records of this and other Congressional committees contain a number of statements from officers of the Foremen's Association asserting the virtues and accomplishments of the organization, together with claims concerning the necessity for the right of foremen to organize. I am acquainted with most of these arguments.

Mr. Keys had declared, among other things, that FAA increased production, brought to a halt work stoppages by foremen, is "truly independent," and does not coordinate with rank-and-file unions. As I have indicated, our experience was decidedly otherwise.

Mr. Keys also asserted that supervisors are not actually part

of management; and that foremen have no more voice or authority in today's large industries than the individual hourly rated employee. These statements are not true.

*1947-1949*

## **COMPANY PROGRAM**

Since the conclusion of our relationship with the Foremen's Association, we have felt free to go forward with our program of placing more responsibility on and authority in our foremen. This program is, we believe, essential to the continued success of the enterprise. Accordingly, we have made each foreman the manager of his own department. He now is engaged exclusively in the performance of management functions. . . . The number of ranks of supervision have been reduced substantially. The power to discipline their employees (as contrasted with mere recommendations as to discipline) is being returned to them.

The status and benefits accruing to the foreman's position have been increased commensurately. This has been a natural result of his increased authority and responsibility. For example, his salary status has been improved and he is eligible for merit increases; he takes part in periodic management meetings; he participates in a management development program; he assists in the development of and is kept informed concerning Company policies and programs; and he is given assurance of proper recognition for increased efficiency, production, and good personnel management.

This program could not have been adopted while our foremen were unionized. Its adoption not only would have been impracticable, it would have been fruitless as well.

In summary: At Ford Motor Company we are proud of the reputation we have for fair, honest and progressive dealings

*(Continued on Page 34)*

## FOREMEN'S UNION

(Continued from Page 33)

with our employees. We want to continue to deserve that reputation. We know that we can not work with a supervisory union toward that objective, and toward the much larger objective of sustained high production and low costs.

We at Ford, since 1941, have considered with earnestness and sincerity of purpose the question of supervisory unions; and we have tried to be fair in our appraisal. We have given the experiment a generous trial, and I think the record is one of patience and cooperation on our part. We feel that we are beyond theory or conjecture. The fact is that no amount of patience or effort can make an essentially unworkable arrangement work; and we know from actual experience that unionization of supervisors is unworkable.

We have, therefore, come to the conclusion that it would be most unwise to force supervisory unions upon American industry. The consequences, we firmly believe, would be serious and far-reaching. In the first place, hundreds of thousands of capable Americans might thus be deprived of their hope and right to move upward on the basis of merit to increasing responsibilities. But, more importantly, because it involves the American people as a whole, we think that production efficiency would be decreased. This would of course mean higher costs and prices and lower production. Thus, the result achieved would be directly contrary to that sought by Congress.

**New NAF Clubs**

**MORRIS BEAN MANAGEMENT CLUB**

Morris Bean and Company  
Yellow Springs, Ohio

## GRANCO STEEL PRODUCTS COMPANY COMPLETES SUCCESSFUL TEST ON TUF COR STEEL SHEETS

*Granite City, Illinois*—The Granco Steel Products Co. is going to intensify the marketing of its Tufcor tough-temper steel sheets for roof deck on a national basis after a successful fire test that was held here recently, the company announced.

The test was sponsored jointly by Granco, a subsidiary of the Granite City Steel Co. and by the Perlite Institute of New York. It was held on the Granite City Steel plant grounds, and was witnessed by an audience of architects, engineers, contractors, roofing manufacturers and insurance men. The purpose was to add to the store of knowledge of the fire-resistant properties of roofs and roof decks.

There are already millions of square feet of Tufcor in industrial roofs. In the fire test structure, the sheets of corrugated, galvanized Tufcor (24 gauge) were covered with perlite concrete aggregate, a lightweight concrete with high insulating qualities. A four-ply built-up roof was put on top of the Tufcor-Perlite roof deck.

It is significant to note the striking results obtained in this test. After exposure to temperatures, up to 1700°F, the corrugated roof deck remained in place; with only moderate deflection at midspans. There was no burning of the roofing material and no evidence of any dripping or falling of the roofing material or the lightweight roof deck.

The test roof was mounted on a one-story building, 25 feet long and 10 wide. Inside were 24 gas burners fed by a 2-inch line. The temperature inside the building reached 1,720 degrees, Fahrenheit, near the end of the 45-minute test, and the Tufcor steel was a cherry red color—but the temperature on the roof top stayed at about 200 degrees.

John D. Rosebrough, Granco sales manager, pointed out that the roof-top temperature was well within the limits set by the American Society For Testing Materials.

On top of the roof was a store window dummy dressed in regulation firemen's uniform. The dummy was not affected by the tremendous heat on the under-side of the roof, nor was the loudspeaker which broadcast temperature readings and other information about the test. It also was mounted on the roof of the test building.

The heat generated by the burning gas inside the test building was roughly the equivalent of that produced by 240 residence-sized space heaters operating at full capacity, Rosebrough said. During the 45 minutes, a total of 10,000,000 BTUs was produced. An average home furnace will produce 60,000 to 70,000 BTUs in an hour.

There has been considerable industrial interest in fire-resistant roofing since the disastrous fire last year at the Livonia, Michigan plant of General Motors. This is prevented from happening with the Tufcor-Perlite roof by the continuous concrete slab and the tightly-jointed Tufcor decking underneath that.

### THOMAS E. MILLSOP ADDRESSES NAF CLUB

*Detroit*—Thomas E. Millsop, president of the National Steel Corp., spoke to a record breaking crowd of 660 members of the Management Club of the Great Lakes Steel Corp.

He announced the appointment of Paul Carnahan as president of the Great Lakes Steel Corp.

In a brief statement, the new president said he "approached his task with humility" and that he was "confident he has the support of the management team."

**The Brainiff Airways Management Club has members in 35 cities and seven different countries.**

MANAGE August 1954

# HERE'S YOUR CONVENTION COUPON

Now's the time to make your plans for attending the 31st Annual NAF Convention, to be held at the Hotel Sheraton-Gibson in Cincinnati, Ohio, September 22nd to 24th.

This year's Convention promises to break all records—for size, for inspiring programs, for good hospitality. Following the theme "Foremen Develop for Industrial Leadership," sessions will include five outstanding speakers, twelve conferences, six "workshops," national and international awards,

Management and Foremen Club Honors, and many other special events. It's a great opportunity for you to exchange ideas with other management men.

## TODAY

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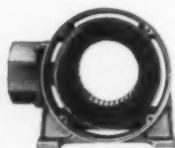


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